II. ADMINISTRATIVE SEGREGATION

Administrative segregation can be used for the purpose of isolating an inmate from the general population for the following reasons:

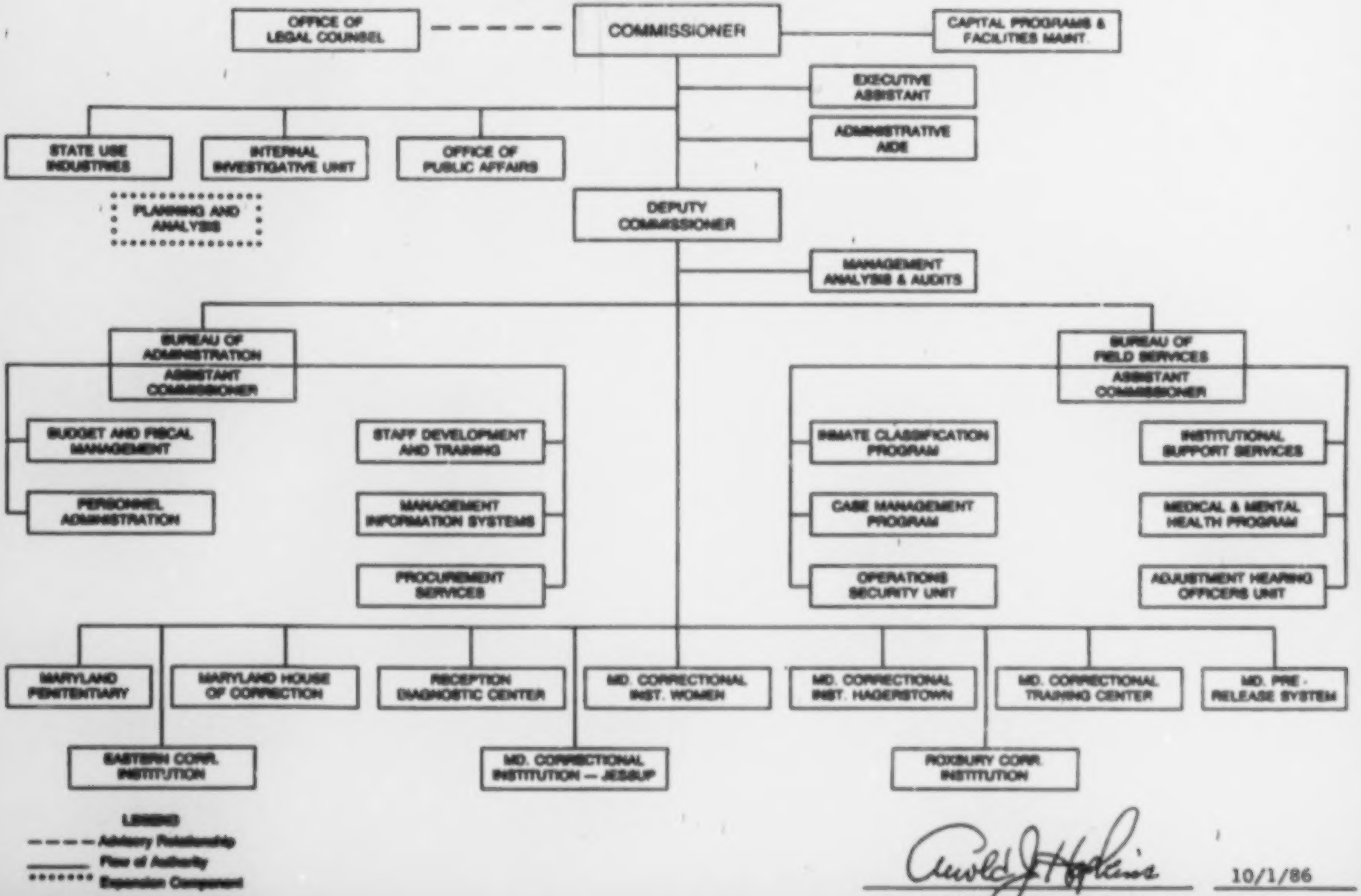
a. preventing escape,
b. housing inmates under death sentences,
c. protecting other inmates,
d. pending adjustment action,
e. pending criminal investigation.

Inmates may be placed on administrative segregation at the request of the Warden. However, a classification team must hold a hearing within 96 hours to determine whether or not administrative segregation should be continued. All inmates on administrative segregation are provided exercise periods, showers, and meals. The same privileges available to inmates in the general population are available to those on administrative segregation where possible.

III. PROTECTIVE CUSTODY

An inmate may request protective custody. Protective custody status is granted when the institution has conducted an investigation to verify that the inmate is in danger. The institution may place an inmate on protective custody; however, this is done only when officials of the institution determine that the inmate is in danger. The same privileges available to inmates in the general population are available to those on protective custody where possible.

MARYLAND DIVISION OF CORRECTION
ORGANIZATIONAL CHART


OFFICE OF LEGAL COUNSEL
COMMISSIONER
CAPITAL PROGRAMS & FACILITIES MAINT.
EXECUTIVE ASSISTANT
ADMINISTRATIVE AIDE
STATE USE INDUSTRIES
INTERNAL INVESTIGATIVE UNIT
OFFICE OF PUBLIC AFFAIRS
PLANNING AND ANALYSIS
DEPUTY COMMISSIONER
MANAGEMENT ANALYSIS & AUDITS
BUREAU OF ADMINISTRATION ASSISTANT COMMISSIONER
BUDGET AND FISCAL MANAGEMENT
PERSONNEL ADMINISTRATION
STAFF DEVELOPMENT AND TRAINING
MANAGEMENT INFORMATION SYSTEMS
PROCUREMENT SERVICES
BUREAU OF FIELD SERVICES ASSISTANT COMMISSIONER
INMATE CLASSIFICATION PROGRAM
CASE MANAGEMENT PROGRAM
OPERATIONS SECURITY UNIT
INSTITUTIONAL SUPPORT SERVICES
MEDICAL & MENTAL HEALTH PROGRAM
ADJUSTMENT HEARING OFFICERS UNIT
MARYLAND PENITENTIARY
MARYLAND HOUSE OF CORRECTION
RECEPTION DIAGNOSTIC CENTER
MD. CORRECTIONAL INST. WOMEN
MD. CORRECTIONAL INST. HAGERSTOWN
MD. CORRECTIONAL TRAINING CENTER
MD. PRE-RELEASE SYSTEM
EASTERN CORR. INSTITUTION
MD. CORRECTIONAL INSTITUTION — JESSUP
ROXBURY CORR. INSTITUTION
LEGEND
Advisory Relationship
Flow of Authority
Expansion Component

Arnold J. Hopkins
Commissioner of Correction

10/1/86
Date

HEADQUARTERS (HQ)

Suite 309
6776 Reisterstown Road
Baltimore, Maryland 21215

Commissioner	Arnold J. Hopkins
Deputy Commissioner	Elmanus Herndon
Assistant Commissioner, Bureau of Field Services	James R. Johnson*
Assistant Commissioner, Bureau of Administrative Services	Basil B. Day
Executive Assistant	Diane L. Trease

The Headquarters unit acts as the central administrative unit of the Division of Correction. This unit is responsible for the development, implementation, and monitoring of the policies and procedures which govern the operation of the Division. Headquarters is organized in two major areas - Administrative Services and Field Services to provide guidance and assistance to the institutions in reaching policy and program objectives established by the Commissioner.

Each section of the Headquarters unit reports directly to an Assistant Commissioner who, in turn, reports through the Deputy Commissioner to the Commissioner. These areas are organized as illustrated on the organization chart displayed on page 9.

Headquarters functions and technical services are centrally administered to facilitate consistency in agency policy and procedures. The following activities fall under the responsibility of the Assistant Commissioner - Field Services:

I. Operational Services

- Adjustment Hearing Procedures
- Food Services

II. Program Services

- Medical and Mental Health Services
- Social Services
- Volunteer and Religious Services

*Succeeded Clarence Guienze January, 1988.

- Educational/Vocational Programs
- Inmate Classification
- Mutual Agreement Programming
- Operations Services

Activities that fall under the responsibility of the Assistant Commissioner - Administrative Services are as follows:

- Personnel Administration
- Procurement Services
- Internal Auditing Services
- Budget and Fiscal Services
- Staff Development and Training
- Management Information Services

HEADQUARTERS (HQ)

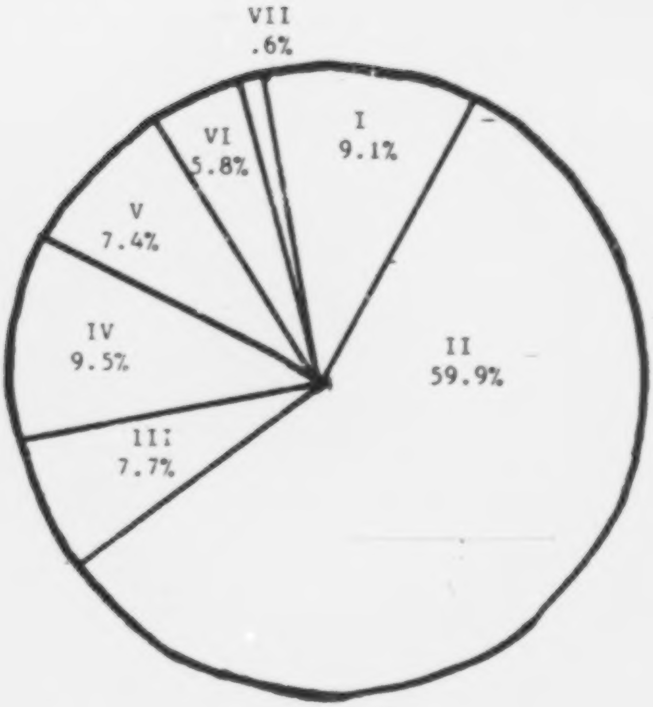
Breakdown of Operating Costs for Fiscal Year 1988:

150	General Administration	$2,860,707
250	Classification, Education and Religious Supervision	$5,030,474
	TOTAL COST:	$7,891,181

Staffing Configuration-Headquarters:

150	General Administration	61
250	Classification, Education, and Religious Supervision	47
	TOTAL:	108

DIVISION OF CORRECTION SPENDING BY PROGRAM
FISCAL YEAR 1988



I - General Admin.	$ 18,676,611	9.1%
II - Custodial Care	$123,540,004	59.9%
III - Dietary Services	$ 15,976,709	7.7%
IV - Plant Oper./Maint.	$ 19,499,572	9.5%
V - Clin. & Hosp. Serv.	$ 15,338,333	7.4%
VI - Class., Rec., and Relig., Serv.	$ 11,847,868	5.8%
VII - Laundry Operation	$ 1,410,167	.6%
TOTAL:	$206,289,264*	

*Figure does not include SUI, $13,366,008.

CAPITAL PROJECTS AND FACILITIES MAINTENANCE

In Fiscal Year 1988, the Unit concentrated its efforts in the area of capital projects and comprehensive maintenance at the various correctional institutions. With the adoption of the Action Agenda-Plan for Maryland State Prisons a professional architect was hired.

A. Capital Projects Section

The Action Agenda Plan provides for the construction of three 192 cell housing units at the Hagerstown Prison Complex, conversion of the existing Maryland House of Correction to a maximum security and the Maryland Penitentiary to a Metropolitan Transition Services Center. The existing housing units at the Maryland House of Correction and Maryland Penitentiary will be demolished and replaced with modern more manageable housing areas. Furthermore, a 192 Cell Pre-Release and 720 Medium Security Facility is planned between 1993 and 1999.

New construction and improvements in FY 88 were as follows:

1. Eastern Correctional Institution - The 1440 cell facility at the eastern shore was occupied. By the end of the fiscal year, the institution housed approximately 1,800 inmates. It is designed for 50% double celling.

2. Maryland Correctional Adjustment Center, Baltimore City - The construction of the 300 cell maximum security facility proceeded with an anticipated completion in the winter of 1988. The facility will house the most disruption inmates in the State.

3. Centralized Food Service Facility - Hagerstown Prison Complex The construction of the centralized food service facility continued with the anticipated completion of the central kitchen portion in the winter of 1988.

4. Perimeter Security Improvement - For several years, the Division has been improving the perimeter security at its institutions. Improved lighting and security fences at the Jessup Pre-Release Unit, Central Laundry and Maryland Correctional Institution - Hagerstown was completed.

B. Facilities Maintenance Section

The Facilities Maintenance Section was reorganized with a new staff. The emphasis was placed on implementing a comprehensive maintenance program in particular preventative maintenance.

An implementation plan for comprehensive facilities maintenance program was developed. The plan addresses procedures of adequate staffing, training, regionalized maintenance and automated preventative maintenance. The implementation plan covers FY 88 through FY 92. In accordance with the plan, the General Assembly appropriated 16 additional maintenance positions. Several microprocessors were placed on order for the implementation of automated preventative maintenance programs at the correctional institutions.

C. Critical Maintenance Projects

In the area of critical maintenance funding a total of $1,711,121 was encumbered. Since the funds were managed by the Unit, equitable distribution was provided for the various institutions.

D. Future Direction

The Unit is planning to concentrate its efforts in the implementation of the Action Agenda Plan in the area of new prison construction. Additional professional positions will be needed for the 11 year prison improvement plan. Furthermore, there will be an emphasis on the implementation of the comprehensive maintenance program.

LEGISLATIVE HIGHLIGHTS
1988 GENERAL ASSEMBLY

The following highlighted legislation enacted by the Maryland General Assembly, impacting the Division of Correction, became effective July 1, 1988.

HB #1318 - Public Safety and Corrections - Local Detention Centers

The purpose of HB #1318 is to repeal the termination of a certain act and relates to the sentencing of prisoners to the Division of Correction. Extends sunset until June 30, 1990.

HB #640 - Law Enforcement and Correctional Training Fund

The purpose of HB #640 is to establish a training fund; provide a source of revenue to build a training center and provide training grants. The fund is to be created by assessing additional special court costs for conviction of criminal and traffic offenses with the exception of parking violations.

HB #741 - Personnel System Reform

This bill passed with minor amendments and significantly reforms the personnel system. Below are some of the highlights:

Section 37 allows sick leave to be taken because of illness in the immediate family of the employee. This applies only to accrued leave; employees cannot use advanced or extended leave for this purpose.

Section 18 deals with Promotions in the Classified Service. Unclassified employees no longer will be given "promotional" status on eligible lists.

Section 17 allows an appointing authority to request that DOP limit selection eligibility only to persons on the list who have specific job related qualifications or for a specific geographical area.

Section 77 orders that State offices remain open on Lincoln's Birthday, Maryland Day and Defender's Day. Employees will receive leave credit for these days but must obtain permission to take the leave.

DIAGNOSTIC, TREATMENT, AND REHABILITATION SERVICES

INMATE CLASSIFICATION

The inmate classification process begins when an inmate is received into the custody of the Division of Correction and continues at each institution where the inmate is housed throughout the course of incarceration until the inmate is released. The Director of Classification provides administrative oversight and coordination to classification supervisors and counselors in each Division of Correction facility.

Classification team recommendation is required to implement or make changes in:

- Security and Custody Levels
- Institutional work and program assignments
- Disciplinary segregation
- Administrative segregation
- Protective custody
- Transfers (including CARCs and Interstate Corrections Compact)
- Restoration of revoked good conduct credit
- Work Release
- Family Leaves
- Special Leaves

Members of classification teams are required to consider at least all of these factors about each inmate for whom they make a recommendation:

- Age
- Length of total sentence
- Type of offense(s)
- Detailers
- Criminal history
- Social history
- Psychological and psychiatric reports
- Programming needs and accomplishments
- Work history
- Institutional adjustment
- Parole status or current mandatory release date
- Medical status

To be implemented, classification team recommendations must be approved by a higher authority. Depending on the nature of the recommendation, the approving authority is either the Warden of the institution where the inmate is housed, someone acting on behalf of the Warden, the Commissioner of Correction, or someone acting on behalf of the Commissioner.

The following table details the number of classification actions that occurred in each Division of Correction institution in Fiscal Year 1988:

Maryland Reception, Diagnostic and Classification Center	6,659
Maryland Penitentiary	3,724
Maryland House of Correction	6,069
Maryland Correctional Institution-Jessup	4,180
Maryland Correctional Pre-Release System	18,400
Maryland Correctional Institution for Women	1,680
Maryland Correctional Institution-Hagerstown	5,697
Maryland Correctional Training Center	10,365
Roxbury Correctional Institution	4,778
Eastern Correctional Institution	3,789
TOTAL	65,341

After 22 months of planning, the Division of Correction implemented a new objective system for classifying inmates to security and custody levels on January 18, 1988. The objective classification system was designed to meet these primary objectives:

- -to distinguish between four levels of security (the physical configuration of an institution) and four levels of custody (the degree of staff supervision afforded an inmate),
- -to assign inmates to the security and custody levels necessary to control their behavior,
- -to provide a more balanced distribution of newly received inmates among institution security levels (previously 95% of newly received inmates were classified to medium security institutions),
- -to be based on objective, behavior-oriented factors,
- -to be consistently applied,
- -to lend itself to monitoring for accountability,
- -to be easily modified,
- -to provide a basis for projecting capital project needs,
- -to serve as a management planning tool; and,
- -to systematize the movement of inmates through the various security and custody levels.

Since its implementation, the objective classification system has been constantly monitored through an automated management information system.

By June 30, 1988, 2,159 initial classification actions and 4,368 reclassification actions had been completed under the objective classification system.

Since implementation of the objective classification system, the portion of the total inmate population in minimum and pre-release security housing has increased to all-time highs. From January 18, 1988 through June 30, 1988 the total number of inmates housed in DOC institutions increased 3.2% from 12,540 to 12,943. Over the same period, the number of inmates housed in minimum security facilities increased 13.7% from 744 to 846. On January 18, 1988, in DOC institutions; inmates in pre-release security housing formed 6.0%. By June 30, 1988 these figures had risen to 11.6% and 6.5% respectively and are expected to continue to increase.

Since the objective classification system is primarily a risk assessment instrument, two meaningful measures of its effectiveness are escapes and infraction rates. Timely monitoring of these measures is particularly critical where, as has just been shown increasing numbers of inmates are housed in lower levels of security.

The table below shows that the total number of escapes from DOC custody during the first 6 months of 1988 decreased 17.3% from the total number of escapes reported during the same period in 1987.

Total DOC Escapes

	1987	1988
January	7	2
February	9	13
March	8	9
April	7	6
May	7	5
June	14	8
Total	52	43

The following table compares the number of guilty findings for disciplinary rule violations per 100 inmates over the first half of FY 1988 (before the objective classification system was implemented) with similar data over the last half of FY 1988. This comparison shows that the adjustment conviction rate has remained stable.

Adjustment Guilty Findings per 100 Inmates

			1987	1988
July 1987	/	Jan. 1988	8.4	8.3
Aug. "	/	Feb. "	7.8	7.9
Sept. "	/	March "	10.2	8.5
Oct. "	/	April "	7.6	8.0
Nov. "	/	May "	9.8	9.7
Dec. "	/	June "	7.0	8.1
	TOTAL		8.5	8.4

Comprehensive review and revision of the objective classification system will be a major initiative during FY 1989.

SOCIAL SERVICES

Social Services is composed of both an Addictions program and a Social Work Program. Both are integrated with the mission of the Division (DOC), and their performance data for the fiscal year follow, separated by program.

Addictions Program

This program is established under the combined commitments of the DOC and the Alcohol and Drug Abuse Administration (ADAA). The system in place until April 1988 provided for the DOC to identify, assess, and refer inmates with substance abuse problems, and to coordinate treatment services which were delivered by contractual providers (Junction Bridge, Inc., and since the opening of ECI, the Somerset County Health Dept.) funded by ADAA. Except at MRDCC and ECI where all DOC-employed addictions program staff were overseen by regional social work supervisors, in all other installations they were loosely affiliated with both the social work and classification programs. In April, by the Commissioner's order, all DOC-employed addictions personnel were moved into the social work program, thus creating the two-program department now known as Social Services. The DOC continues to manage AA and NA self-help groups and to provide some treatment as based upon mutual agreement.

The two-program system continues to provide for assessment and referral to treatment at admission; stabilization and stress reduction group counseling during early incarceration; group counseling to reinforce early gains over sustained imprisonment; and re-entry group counseling in the last two years of incarceration to further reinforce earlier gains and to prepare for release.

Developments during this fiscal year include:

1. The Task Force on Addictions Services (in DOC) recommended program alterations bringing all addictions positions under social services supervision to standardize and improve the quality of service and reporting by engaging, training and maintaining personnel in a clearly defined program. That change was ordered on April 26, 1988 and effected within the fiscal year.

2. The Task Force further recommended confinement of addictions personnel to roles specifically focussed on substance abuse issues, which remains to be done along with redistribution of tasks and rewriting relevant DCRs.

3. An addictions education protocol was generated for training social work and addictions staffs which will be delivered to inmates largely by addictions personnel.

4. Junction Bridge, Inc. withdrew from conducting Topics and Coping groups in the pre-release system with transfer of such groups to DOC employees in the department.

5. The Task Force also recommended that addictions positions be staffed by social workers with master's degrees, but recruitment realities and the expertise among incumbents halted an effort which began in that direction. Only one vacant addictions specialist position has been filled with a social worker.

6. Another recommendation from the Task Force was the shifting of positions so that each installation would have at least one addictions-focused position, yet to be accomplished.

7. Their final major recommendation was the inclusion of a maintenance phase program during the long "doing time" period of extended incarceration, for which a beginning proposal was developed at the end of the fiscal year. The ADAA should have funds for a pilot program during FY 89.

8. Performance data clearly indicate that female inmates about equally use heroin or cocaine, more without alcohol than with it, whereas male inmates use multiple drugs, somewhat without alcohol more than with it as primary substances of abuse. Males are less discriminate than females in their substance abuse.

Addictions Program
Substance Abuse Data
Fiscal Year 1988

TABLE I
Substance Abuse Potential, All Admissions
Mortimer-Filkins Questionnaire Results

Score*	MALE		FEMALE	
	Number	Percent	Number	Percent
-16	1924	38	97	24
16-23	1740	34	196	48
24+	1423	28	113	28
TOTALS	5098**	100	406***	100

* -16 Substance Abuse Unlikely
16-23 Probable Substance Abuse
24+ Addictive Abuse Likely

** 97% of 418 court commitments were administered the test.

*** 93% of 547 court commitments were administered the test.

TABLE II

Primary Drugs of Abuse, All Admissions
Screening Assessment Interviews*

	MALE		FEMALE	
Drug	Number	Percent	Number	Percent
Alcohol Only Totals	659	16.4	15	4.3
Other Drugs Only Totals:	1,576	39.2	204	58.6
Multiple Drugs	572		--	
Cocaine	278		81	
Marijuana	252		5	
Heroin	186		84	
Speedball***	150		--	
PCP	113		21	
Alcohol Plus Totals:	1,101	27.4	120	34.2
Multiple Drugs	590		--	
Cocaine	116		40	
Marijuana	244		25	
Heroin	45		31	
Speedball	43		--	
PCP	51		10	
Substance Abuse Denied	684	17.0	10	2.8
Number of Inmates Screened	4,020		352	

---

*In-person interviews with addictions specialists. A significant number of these are inmates whose Mortimer-Filkins scores were negative, including 846 males, but identified as abusers by other means.

**Heroin and Cocaine

TABLE III

Junction Bridge Performance Data

Clinic[1]	Accepted	Failed	Completed
Stabilization:			
RCI	1,248	123	1,125
BBCF	25	3	22
STOP	585	128	457
Short Cycle:			
BBCF	137	21	116
CLF	614	39	575
MCI-J	309	45	264
MCI-W	136	25	111
MCTC	431	84	347
MP-1	2	1	1
Long Cycle:[2]			
CLF	134	10	124
MCI-W	42	10	32
Pre-Release:[3]			
BPRU	127	20	107
EPRU	204	7	197
JPRU	171	17	154
PHPRU	214	24	190
PRU-W	50	3	47
SMPRU	164	5	159
TOTALS[4]	4,593	565	4,028
Percent	100.0	12.3	87.7

---

1 - Ended this year due to low enrollment
2 - Ended this year since short cycle is the greater need
3 - Ended this year by agreement that DOC will meet this need
4 - Stabilization/STOP are exclusive numbers; all others may reflect the same inmates more than once.

This program continues to function under the global principles that incarceration can offer productive opportunities for growth, that growth is best achieved through a set of theoretically consistent, therapeutic interventions, and that those interventions most suited to our population are cognitive-behavioral in nature and afforded at critical points during imprisonment in preparation for return to free society. This theoretical framework has been validated in a series of studies, and addresses the issue of inserting the "think" part into the "feel-think-act" process which is usual for those in free society but absent from many of the DOC's clientele. Focalized thinking helps people to free themselves from habituated, reactive behaviors and to make independent, pro-active decisions in conducting their lives.

Developments during this fiscal year include:

1. Program expansion to ECI concurrently with the opening of the institution and incorporating the social work, addictions and clerical components for the entire Eastern region (ECI, PHPRU and EPRU) under the leadership of the regional supervisor. The recent ECI audit revealed the many advantages of opening a new institution with all program elements already established in the DOC.

2. The program also expanded to include specialized mental health treatment groups, and discharge planning for severely psychosocially or physically impaired inmates who are unable to access appropriate services.

3. The provision of graduate and undergraduate professional internships completed its first academic year quite successfully with the subsequent employment of four of the seven graduate students.

4. The formalization of a departmental training package for students and new workers with the three major components of Decisions, Human Sexuality and Addictions Education brought some standardization across regions and reinforced common purpose.

5. Social work staff turnover in Hagerstown and Jessup highlighted the major recruitment difficulties plaguing all State agencies employing such professionals. The fiscal year ended with at least 15 such vacancies and plans for a recruitment campaign in the new fiscal year.

6. The generation of a protocol, Decisions, for inmates requiring orientation to the program's group counseling for inmates in maintaining institutions more than two months. There are now three entry preparations, any of which lay the

foundation for group treatment. Stabilization for persons with substance abuse problems; Front-End for those without such identified problems but also within the first two months of stay in a maintaining institution; and now Decisions.

7. The development of a Family protocol will facilitate service expansion to families of inmates in pre-release status who must reintegrate changes in their families and themselves.

8. The development of Topics and Doping protocols for inmates in pre-release which will be delivered by either social workers or addictions specialists.

Social Work Program
Fiscal Year 1988

TABLE I

Psychosocial Assessments

Region	Completed	Family Interviews	Percent
Baltimore*	1309	372	28.4
Eastern	147	10	14.0
Hagerstown	691	122	17.7
Jessup	769	94	12.2
TOTALS**	2916	598	20.5

*Primary assignment

**Productivity reductions due to large staff turnover and long vacancies.

TABLE II

Group Treatment Services[1]

Group Title	Groups Conducted	Inmates Contracted	Inmates Completed	Percent Completed
Decisions[2]	66	839	669	79.7
Front-End[2]	63	877	644	73.4
Relationships	12	150	124	82.7
Communications[2]	58	722	554	76.7
Re-Entry[2,3]	26	298	186	62.4
Short-Termer[4]	4	56	34	60.7
Protective Custody[5]	2	15	11	73.3
Segregation[6]	4	35	29	82.8
Responsibility[7]	7	47	37	78.7
Transition[7]	8	89	77	86.5
Mental Health[8]	11	90	65	72.3
TOTALS	261	3,218	2,430	75.5

---

[1] Unless otherwise specified, conducted at ECI, MCI-J, MCI-W, MCTC, RCI

[2] Figures include groups devoted to Youthful Offenders at MCTC (1 Decisions, 4 Front-End, 3 Communications, 3 Re-Entry)

[3] Not at MCI-W; also at BCCC

[4] Only at MCI-J and MCI-W

[5] Only at ECI

[6] Only at RCI

[7] Only at BCCC

[8] Only at MCI-J and RCI

EDUCATION AND VOCATIONAL TRAINING

Introduction

Responsibility for the delivery of educational services, formerly provided by the Division of Correction, was transferred to the Maryland State Department of Education (MSDE) on July 1, 1978. Administrative responsibility for Correctional Education was placed in the Division of Vocational/Technical Education, MSDE. In FY 1987, an agency wide consultant study of the organization of the State Department of Education was conducted. Among a number of administrative and organizational changes recommended by the study, was the transfer of the Correctional Education program from the Division of Vocational/Technical Education to the Bureau of Vocational Rehabilitation and Correctional Education. This change became effective July 1, 1987.

Program oversight and policy initiatives for Correctional Education are provided by the Educational Coordinating Council on Correctional Institutions (E.C.C.C.I.) whose membership includes the State Superintendent of Schools, the Commissioner of Correction, the Executive Director of State Board for Community Colleges, a county Superintendent of Schools, and a representative of the public. The Correctional Education budget is the responsibility of MSDE. The State Department of Education's budget includes salaries, supplies, equipment, and related expenditures which support the Correctional Education program. The Division of Correction provides educational facilities, utilities, maintenance, and daily stipends for assigned students and inmate staff.

Inmate Needs

Persons committed to the Division are frequently under educated and lack marketable job skills. As part of the intake process at the Maryland Reception, Diagnostic and Classification Center (MRDCC), and the Maryland Correctional Institution for Women (MCIW), inmates are tested for their level of educational functioning. Because of space constraints at MRDCC, this assessment is provided on a priority basis to inmates who have not reached their 21st birthday and who may be eligible for Federally-mandated services. During FY 1985, MSDE, in cooperation with the Division of Correction, implemented an evening testing program to increase the number of inmates who are assessed prior to transfer to maintaining institutions. At MCI-W all newly received women are tested for educational functioning.

In FY 1988, 57% of the male population was tested and the scores made part of the inmate's record. The results of those tests indicated that one third of the FY 1988 male intake population scored below the 6th grade equivalent in reading. The sixth grade equivalent level in reading is the Division's cut off score for inclusion in the mandatory education program. Inmates who are not tested at MRDCC are referred to school at maintaining institutions for evaluation. At MCI-W the average reading score of the intake population was 7.1 for FY 1988. This is somewhat higher than for males. Generally, females committed to the DOC have completed more years of school than males.

Inmates are strongly encouraged to address their educational needs while incarcerated within the Division of Correction. Inmates are paid a small daily stipend equal to, or greater than, that which inmates receive for performing various jobs within the institution. In addition, inmates receive a sentence reduction of five days per month for participation in school. Some programs, including all MSDE programs, have been designated by the Commissioner of Corrections as special projects and inmates are awarded an additional five days off their sentence per month to encourage participation. Thus, inmates assigned to school earn a total of ten days per month off their sentence in addition to time credits for good behavior.

In FY 1985, the Division established a 90 day mandatory schooling program for inmates scoring below the fifth grade level in math or reading. This mandatory schooling program implemented a major policy recommendation of the Wellford Commission on Correctional Rehabilitation, which noted that no systematic attempt was being made to address the basic educational needs of inmates with the most severe educational deficiencies. Substantial changes to the Division's mandatory education programs were mandated by legislative action in FY 1987. Amendments to Article 22 of the Annotated Code of Maryland require the phased in increase of the mandatory education threshold from 5.0 to 8.0 in one year increments with 8.0 being reached in 1990. In FY 1988, the mandatory education criteria (reading performance) was increased from a 5.0 to a 6.0 grade level and formal notification of the Parole Commission of the inmate's progress in mandatory education was begun.

The Division's management audit process, begun in the latter half of FY 1988, included the mandatory education policy. These institutional audits were not completed by the end of FY 1988; however, the audits conducted by the end of FY 1988 indicated that the mandatory education policy has been successfully implemented at most locations. There remain problems at at least two locations where compliance has not been fully achieved. Ninety percent of the mandatory education students who completed their 90 day commitment during the period from June 1, 1987 to April 30, 1988, continued their education. This finding suggests that a combination of incentives and coercion can yield results (mandatory education students are paid a small daily stipend and awarded 10 days per month off sentence). Similar findings were reported for FY 1986 and FY 1987, suggesting that educationally disadvantaged inmates can be "encouraged" to attend school and that many will continue their education when the compulsory requirement is completed.

Educational Services: Adult Basic Education

Adult basic education was provided to inmates who lacked skills in reading, writing and mathematics and scored 0.0 through 7.5 (grade equivalent) on standardized achievement tests. Students attended classes at least ten hours per week and followed a curriculum that stresses academic skills of reading, writing and math computation. The adult basic education program leads to the Eighth Grade Certificate issued by MSDE on the basis of standardized achievement test scores. Adult basic education services were available at all maintaining institutions, as well as pre-release units enrolling approximately 1,000 students on a daily basis.

The basic education program continues to be supplemented by a Tutoring Program in which inmate tutors, trained under the auspices of the Johns Hopkins University, worked with basic education students on a one-to-one basis under the supervision of a certified teacher. Tutoring programs were operational at: MCI-H, MCTC, MHC and MP in FY 1988. An inmate tutoring program is planned for ECI in FY 1989.

Educational Services: Adult Secondary Education

Many students continued their education by enrolling in the Adult Secondary Education Program which prepares students for their high school equivalency. The program is designed to prepare students in each of the examination areas of the GED. Adult Secondary Education services were available at all maintaining institutions, as well as the pre-release units enrolling approximately 1,000 students on a daily basis. During FY 1988, the revised high school equivalency examination, which includes a writing test for the first time, was implemented. High school completion declined significantly in FY 1988 with 554 inmates receiving their diploma. This was a 21% drop from FY 1987, when 698 inmates earned their high school diploma. Similar declines were experienced in community based programs. A return to previous levels of GED completion are anticipated as adjustments are made to curriculum and instruction.

Educational Services: Special Programs

MSDE provided specialized educational programs for inmates who had not reached their 21st birthday. These programs included Chapter I programs for neglected and delinquent youths and special education for youthful offenders with identified handicapping conditions which inhibited their learning. All inmates under 22 years of age were screened at the Maryland Reception, Diagnostic and Classification Center or MCI-W for their educational functioning as well as related medical and psychological conditions. For those identified as having handicapping conditions, instruction was provided at the maintaining institutions by certified staff. In FY 1988, approximately inmates were enrolled as special education students.

For special education identified students, an individual educational plan is developed and instruction delivered. In FY 1988, direct educational services were continued to special education students on protective custody or segregation. Direct instruction services to special education students in a restrictive status are not the norm in adult correctional facilities. The provision of these services is the result of the excellent cooperation between the staffs of the DOC and MSDE.

In FY 1988, the night school program was operated on a reduced basis. In order to operate effective programs, the MSDE decided to close night schools at MCI-J and MCI-H in order to concentrate declining resources at the remaining locations.

The night schools continue to serve both inmates who have no other assignment and inmates who hold other assignments such as work release, industries employment or institutional jobs. The night school program, staffed by part-time contractual teachers, and part-time regular staff increased educational participation in Fiscal Year 1988. The MSDE, with the full support of the DOC has requested funds to re-establish night schools at MCI-J and MCI-H and to extend the night schools to a twelve month operation. This request is pending.

Educational Services: Skill Training

MSDE provided 30 approved competency-based vocational education programs in FY 1988 which prepare inmates for entry-level positions in a chosen trade or field. Eight additional vocational education programs were authorized for ECI. Despite staff recruitment problems for these vocational education programs, the MSDE was unable to recruit, hire and train qualified staff by June 30, 1988. The eight programs will open during the first quarter of FY 1989 and serve approximately 120 inmates. The programs, which combine classroom and laboratory elements, are generally 600 hours in duration. Each student is rated as to his or her ability to perform specific trade tasks. The trades and their institutional locations are shown on page 35 & 36.

In addition to vocational education programs provided or contracted by MSDE, the Division of Correction, in cooperation with MSDE, sponsored apprenticeship programs registered with the Maryland Apprenticeship and Training Council. These programs combined related classroom instruction and skill training in a production setting, usually with State Use Industries. These apprenticeship programs were of 6,000 to 8,000 hours in duration with 1,000 hours considered a minimum period of training. A full-time job developer placement specialist, employed by State Use Industries, provides specialized assistance to apprentices when they qualify for work release or are returned to the community.

During FY 1988, State Use Industries began a systematic follow up of former inmate employees who worked at least one year for SUI prior to their release. A telephone survey of the inmate's Parole Agent obtained information on the releasees' employment and wages as well as legal difficulties, if any. Generally, former SUI employees were successful in obtaining employment upon release and in maintaining their employment. Hourly wages for these releasees were nearly double ($5.95/hour) minimum wages.

During Fiscal Year 1988, coordination between the vocational education (MSDE) and State Use Industries was continued. At Maryland Correctional Institution-Hagerstown, coordination has been continued between the upholstery and metal trade programs offered by MSDE and State Use Industries with the result that MSDE students have a logical follow-up to their initial training and State Use Industries receives better prepared trainees for their registered apprenticeship programs. Additionally, a similar arrangement was established at MCI-J where a vocational education program in graphic arts was implemented to serve in part as as a feeder program to the existing SUI print shop. Vocational education students received their initial training (6 months) in an educational setting followed by a production oriented experience (12 months) in the SUI print shop. The SUI print shop offers a registered apprenticeship program to which the vocational education graduate will be assigned with credit for their 600 hour vocational education experience. MSDE continued to contract for vocational educational services in the Pre-Release System and at Roxbury Correctional Institution. Vocational training was provided by local educational agencies at Southern Maryland Pre-Release Unit and Poplar Hill Pre-Release Unit, with Chesapeake Community College providing education courses at Eastern Pre-Release Unit. At Roxbury Correctional Institution, Hagerstown Community College continued to provide vocational education program on a contractual basis. At MHC and MCI-W, Anne Arundel Community College provides office practice, employment readiness, typing, and word processing courses under contract with Correctional Education Office of MSDE. Contracting for vocational education services has the primary benefit of providing flexibility in the provision of service. Changing inmate interests and labor market conditions can be responded to more easily by a contractual arrangement.

Educational Services: Post Secondary Education

Cooperating colleges and universities, in consultation with MSDE and the Division of Correction, provided full-time post-secondary educational opportunities at all maintaining institutions during FY 1988. Inmate students helped fund their program of study by a combination of various Federal grants, work study and personal funds. Post-secondary education was provided as follows:

Institution	College/University	Degree
MP	Coppin State College	B.S.
MHC	Essex Community College Morgan State University	A.A. B.S.
MCI-J	Essex Community College	A.A.
BBCF	Community College of Baltimore	---
MCI-W	Community College of Baltimore Morgan State University (offered at Patuxent Institution)	A.A. B.S.
MCTC	Hagerstown Junior College	A.A.
MCI-H	Hagerstown Junior College	A.A.
RCI	Hagerstown Junior College	A.A.

The CCB program at BBCF continued to experience enrollment problems in FY 1988, which resulted in delayed openings and under enrolled classes. Negotiations were held with BCCC and the program will be transferred to that location for the Fall semester of 1988-1989. The pool of eligible students at BCCC is substantially larger than at BBCF. At the newly opened ECI, MSDE staff contacted colleges and universities in the area to determine which institution(s) were interested in providing a post secondary education program at ECI. The University of Maryland Eastern Shore, in nearby Pricess Anne, Maryland, has committed to the development and implementation of a program by January of 1989. UMES staff have met with program coordinators from Coppin State College and Essex Community College in order to obtain assistance in the development of a program. Enrollments in post secondary education programs continued to remain approximately 500 full time inmate students for FY 1988, with 120 inmates earning a college degree that year.

MSDE Vocational Training

Institution	Vocational Education	Apprenticeship
MCI-H	Drafting	Upholstery
MCI-H	Air Conditioning, Heating Refrigeration	Metal Fabrication
MCI-H	Principles of Technology	
MCI-H	Sheet Metal	
MCI-H	Upholstery	
MHC	Office Practice, Typing*	
MHC	Welding and Cutting	Wood Manufact.

Institution	Vocational Education	Apprenticeship
MCI-W	Office Occupations*	
MCI-W	Computer Literacy*	
MCI-W	Home Management	Cooking
MCTC	Office Practice	Meat Cutting
MCTC	Body and Fender	
MCTC	Auto Mechanics	
MCTC	Carpentry	
MCTC	Masonry	
MCTC	Painting/Decorating	
MCTC	Plumbing/Pipe-fitting	
MCTC	Graphic Arts	
MCTC	Electrical Wiring	
MCTC	Machine Shop	
MCTC	Barbering	
MCTC	Millwork and Cabinet-making	
MCI-J	Auto Mechanics	Graphics
MCI-J	Graphic Arts	Cooking/Baking
MCI-J	Air Conditioning, Heating Refrigeration	
MP	Pre-Vocational Industrial Arts	
SMPRU	Various Course Offerings*	
PHPRU	Various Course Offerings*	
EPRU	Various Course Offerings*	
RCI	Office Occupations*	
RCI	Auto/Power Trainings*	
RCI	Fabrication/Manufacturing*	
RCI	Construction Trades*	
ECI	Auto Mechanics	
ECI	Drafting	
ECI	Graphic Arts	
ECI	Office Practices	
ECI	Industrial Maintenance Technology	
ECI	Masonry	
ECI	Electrical Wiring	
ECI	Residential Construction	

* Contractual

Program Enrollments and Completions

Inmate participation in adult basic and secondary education decreased in FY 1988, as a result of inmate transfers to ECI and delays in assigning inmates to vacancies created by these transfers. Additionally, delays were experienced in bringing educational services at ECI on line, especially in the opening of vocational education programs. Finally, the MSDE was unable to operate night schools at every facility in FY 1988 at they had in FY 1987. Enrollments declined 14% in FY 1988 to 1,864, down from 2,158 in FY 1987.

Vocational education enrollments declined slightly in FY 1988, dropping to 596 students in FY 1987 from 607 in FY 1986. During FY 1988, the Principles of Technology program at MCI-H was closed for approximately 6 months as a result of an asbestos problem.

Enrollment in post secondary education programs decreased in FY 1988, with 463 inmate students compared to 518 inmate students in FY 1987. As with academic enrollments, post secondary education enrollments were impacted by transfers to ECI and the fact that no equivalent program had been established at ECI. This decline in enrollment is considered temporary. FY 1987 enrollments should be regained as ECI is fully staffed. Additionally, the University of Maryland Eastern Shore has committed to provide a program at ECI by January of 1989. These new enrollments should allow the FY 1989 figures to exceed FY 1987. Apprenticeships, offered largely through State Use Industries, declined somewhat in FY 1987 with the closure of the paint manufacturing program at MHC and the closure of the upholstery program at MCI-W. New apprenticeships are not anticipated until SUI shops open at Eastern Correctional Institution in FY 1991.

Program completions decreased in FY 1987. Two thousand and eighty eight (2,088) inmates completed an established educational milestone (8th grade certificate, high school diploma or vocational certification) in addition to 120 post secondary education completions or 116 fewer completions than in FY 1987. In FY 1987, 2,204 inmates earned an eighth grade certificate, high school diploma or vocational certificate in addition to 82 post secondary education completions. The decrease in completions for FY 1988 is considered temporary and not anticipated to repeat in FY 1989.

Library Services

The MSDE continued to provide high quality library services throughout the Division in FY 1988, although the continuing shortage of librarians remained a problem. Staff resignations at MCTC resulted in the closure of the library for five (5) months. The extended delays experienced in recruiting librarians at ECI prevented the opening of either library at ECI during FY 1988. Two qualified librarians were finally recruited late in Y 1988 and the two libraries at ECI are scheduled to open early in FY 1989. At MHC the installation of a second means of egress in the library resulted in the continued enforcement of an occupancy cap and the effective closure of the library for most of FY 1988. The second egress was under construction by the end of FY 1988 with completion anticipated for early FY 1989. With the second egress completed, the Fire Marshall's occupancy cap will be lifted and full service will be stored by MSDE.

At MRDCC, where satellite services are provided to men on their housing units, both part time contractual staff were terminated in December of 1987. Replacement staff were recruited although there was a lapse in service.

Despite continuing recruitment problems, planning for improved services continued in FY 1988. A Library Services and Construction Act (LSCA) grant funded two planning components in FY 1988: (1) inmate information needs survey and (2) users satisfaction and materials availability survey. A planning committee, using the survey data noted above, began developing a five year plan for Correctional Libraries. The five year plan will be developed by FY 1989.

New Facilities

During FY 1988, the major focus was on the implementation of a comprehensive educational program at ECI. Each of the two compounds contains an educational facility (academic and vocational facilities) as well as a library. The academic day program was opened on East Compound in November, 1987. Remaining program components were phased in over the remaining months of FY 1988 as inmates were transferred to ECI. As previously mentioned, vocational education programs were delayed in opening as a result of staff recruitment problems. Vocational programs (8) will be opening in the first quarter of FY 1989, as will the two libraries.

Planning began in FY 1988 for the Metropolitan Skills Training Center to be constructed in the building currently being used as the warehouse/offices for State Use Industries. The MSTC is a major feature of the Metropolitan Transition Center which will replace the Maryland Penitentiary under the Action Agenda Plan for Maryland State Prisons.

Conclusion

FY 1988 was a year of considerable disruption for Correctional Education programs in Maryland. Several years of ever increasing enrollments and completion were interrupted by major population shifts, associated with opening of ECI early in FY 1988. Academic enrollments declined by 14% on the annual census. Declines in enrollments were associated with corresponding declines in completions, especially in the high school equivalency program, where they unfortunately coincided with a major change in the GED test (21% decline). Enrollment declines in vocational education and post secondary education were less severe.

Library operation in FY 1988 continued to be hampered by staff recruitment problems. Extended library closures were experienced at the MHC and MCTC. At ECI, the libraries did not open in FY 1988 as planned as a result of recruitment difficulties. Despite these difficulties, the library program continued to provide high quality programs and services at most locations. A comprehensive planning activity continued in the library service area in FY 1988. Using extensive survey data from each institution, a work group began the development of a five year plan for correctional libraries in Maryland which is expected to be complete in FY 1989.

Despite the temporary enrollments setbacks referenced previously, both the MSDE and DOC are hopeful that FY 1989 will reccup the losses experienced in FY 1988 and move forward to service the educational needs of incarcerated adults in Maryland.

CASE MANAGEMENT UNIT

The Division of Correction, on October 1, 1986, established the Case Management Unit as one of the functional units within the Headquarters' operation. The mission of the Case Management Unit is to plan, implement and monitor a process for assessing inmate's needs, developing individualized program plans that address the identified needs of the inmates and for carrying out the program plans and making adjustments to them as needed. This case management approach is the strategic plan that the Division of Correction follows for delivering program services to inmates and for ensuring maximum utilization of program resources.

The Case Management Unit is responsible for coordination of two major delivery programs for the Division of Correction. The older, more established program is the Mutual Agreement Programming. The newest program, which is in its development phase, is the Case Management Process. This process had been known as the Multi-Disciplinary Process, but as it has been redeveloped it was also re-titled.

Mutual Agreement Programming (MAP)

MAP was introduced in the Division of Correction in 1974 as a Federally-funded pilot project. In 1977, additional Federal funds allowed the State to expand the program Division-wide. By January, 1980, the program had been implemented in all the institutions.

The MAP process is centrally administered from Division Headquarters. Case management staff is responsible for coordinating all MAP activities, including monitoring compliance and program availability and ensuring that slots are reserved for MAP participants.

The MAP process is identical for both males and females, except females may submit proposals which include a provision by which the Division of Correction, through a voucher system, will fund certain community-based programs or services not available to female inmates within their place of confinement.

The MAP process is targeted to those inmates who are eligible for parole, have had at least one parole hearing and are within three years of their next parole hearing. The MAP process is initiated, after an orientation phase, when the inmate submits a written proposal for a program plan for negotiation with the Maryland Parole Commission and the Division of Correction. The DOC then has a team of representatives from the various institutions assess the inmates' needs and develop negotiation parameters that address the inmates' needs. Then, at negotiation, the inmate, DOC representative and two Parole Commissioners attempt to arrive at a final mutually agreed upon program that is written into a legally binding agreement. This agreement not only addresses the inmate needs for academic, vocational, counseling, employment readiness programs and work release, but also includes institutional transfers, changes in security and a guaranteed parole release date that is contingent upon successful completion of all other requirements of the agreement.

An important aspect of the MAP process is that all scheduled program activities included in a MAP Agreement are reserved through a computerized reservation system in a similar manner that hotel or airline reservations are made. This system helps to ensure that resources that are included in a MAP Agreement are available. It also becomes an alert system for advising institutional staff of scheduled activities and it becomes a method for quantifying what program resources the DOC has and how they are being utilized.

MAP has proven over the years to be an excellent means of assessing inmate needs, programming inmates and carrying out the program plans. A 1982 study indicated that the MAP process also exerts a positive influence on inmate behavior while incarcerated. MAPPED inmates have significantly fewer convictions for institutional rule infractions that non-MAPPED inmates.

Also, a 1988 report by the Department of Public Safety and Correctional Services indicated that MAPPED inmates who were paroled were returned to probation or incarceration less often than any other group of releasees studied over a three-year period of 1984-1987.

While MAP has proven to be an effective case management process that has a positive influence on inmate behavior and on return rates to probation or return to the Division of Correction, MAP has remained a small program that addresses only about five percent of the inmate population. The major reasons that MAP has remained small are that it is both very selective as to which inmates can successfully negotiate MAP Agreements, and it is a very demanding process that requires the inmates to be much more accountable than the traditional process of classification and parole.

Only those inmates who are good candidates for parole are eligible for MAP. Since 1982, this pool of eligible inmates has been shrinking as the number of inmates who are refusing parole had increased. In 1981, 51-percent of all releases were via parole, but in 1986, only 28-percent of all releases were paroles. This factor ensures that the number of inmates who are candidates for MAP will remain small.

Secondly, many inmates choose not to MAP because the MAP process is perceived as being too demanding. MAP not only has strictly defined behavioral standards, it requires that any inmate who signs a MAP Agreement must successfully complete programming in all areas where program intervention is identified as needed. MAP almost always requires that the inmate has a release plan that includes a home situation and a full-time job that are reviewed and approved by the Division of Parole and Probation prior to this inmate's release. For non-MAPPED inmates there are often fewer programming requirements, fewer behavioral requirements and less demanding or no release requirements.

The DOC continues to emphasize MAP and make every effort to increase the number of inmates with MAP Agreements. During the past few years, the DOC has attempted to streamline the MAP process by reducing paperwork, simplifying the process and changing the eligibility criteria. The DOC also follows a tactic of establishing quantifiable objectives for each institution for the number of MAP negotiations held each year. These objectives are carefully monitored to ensure that productivity remains high.

Case Management Process

The Division of Correction has long recognized its obligation to provide program services that will better prepare inmates to return to the community as productive and law abiding citizens. While the Division has been developing strong educational, training treatment and work programs, it has lacked a systematized method for delivering programs to inmates who really need services at the time in their incarceration when programming can be most beneficial.

In the past, many inmates served their incarceration time without participating in the programs that they really needed. Other inmates, eager to impress the parole commission or just wanting to keep busy while earning good time credits, would participate in programs that they did not need.

Timing of when inmates receive programming was also a problem. Inmates would often be placed in vocational training programs years before they would be ready to return to work in the community. By the time the inmate went to work, either on work release or after release from incarceration, benefits from the training had been lost.

Also, there was no continuity of programming when inmates move from one institution to another. At one institution an inmate may be placed in programs with plans for continuity of services when the inmate moves to other institutions. Unfortunately, there was no system for continuing programming when the inmate transferred.

To address the problems of systematically delivering programs to inmates, the Division created the Case Management Unit. Designed as a functional unit within the Headquarters operation, the Case Management Unit's mission is to plan implement and monitor a program service delivery system. This unit took charge of developing the Multi-Disciplinary Process as the Division's primary system for program services delivery.

In 1986, the Case Management Unit took charge of developing the Multi-Disciplinary Process into the Division's primary system for program service delivery. The Multi-Disciplinary process began as a pilot program at MCI-W, RCI, MCI-J and at MCTC for inmates in the Youthful Offenders Program. During this pilot phase the Multi-Disciplinary Process has been refined and redeveloped. It has been re-titled as "The Case Management Process". During this time, over three thousand inmates have had program plans written and a computerized reservation system has been developed for efficient utilization of program resources. Through the experience gained in this pilot program, the Case Management Process has been honed into an effective procedure that will be expanded division-wide during 1988. The Case Management Process will help to ensure all of the following benefits:

-That all inmates being released from the Division receive the programming they need.

-That each inmate has a comprehensive assessment of his or her programming needs.

-That each inmate has an individualized program plan that address's the inmate's identified needs.

-That each inmate's program plan is implemented and monitored and that changes are made to the plan as needed.

-That resources are maximally utilized and that programs are delivered to inmates in a timely manner.

The Case Management Process will be applied to all inmates when they are within two years of an estimated release date. Through this approach we can ensure that every inmate receives a minimum of two years of programming prior to release. It is estimated that there are enough program slots presently available to serve only inmates within two years of release. A listing of the number of inmates in this target population at each institution is listed below:

INSTITUTION	TARGETED INMATES
ECI	1084*
RCI	463
MCTC	1020
MCIH	354
MCIJ	436
MHC	520
MCIW	265
MCPRS	1417

*Estimate is based on anticipated transfers from other DOC Institutions.

How The Case Management Process Works

Once an inmate is identified as being in the target population for the Case Management Process, the assigned Classification Counselor reviews all records to determine what assessment data is needed. This assessment shall include reports from all of the various disciplines including academic and vocational education, medical, classification, custody, psychology, social work and additions treatment. All of this data is then used to determine what programming the inmate needs.

When all of the assessment information has been assembled, the inmate meets with a classification team comprised of representatives from the various disciplines to develop a program plan. This plan shall include all programming that the inmate needs that will best prepare him or her for release. The plan shall comprehensively cover the rest of the time that the inmate is incarcerated. It shall include specific start and stop dates for programs, transfers, changes in security, etc. Once approved, all programming is reserved via the computerized reservation system and is automatically provided for the inmate if minimum standards of behavior are followed.

The computerized reservation system ensures that resources are available and are not over-enrolled. When a program plan is developed, the reservation system tells the team what resources are available and when a vacancy exists in the program.

The system is similar to hotel and airline systems. All programs are set up on a cyclical basis and an inmate's name may be entered whenever a slot is available. The reservation system provides four major benefits for the Case Management Process:

* SCHEDULING SYSTEM - Each program is arranged to accept new inmates according to prearranged cycle times. Each cycle is allotted a certain number of slots. As an inmate's program plan is approved, his/her name is entered on the reservation system. This ensures the inmate's entry into the program during the specified cycle.

* ALERT SYSTEM - Each month the reservation system provides each institution with a listing of all activity that is scheduled to begin during the next month.

* MONITORING SYSTEM - For every scheduled activity on the reservation system each institution is required to record if and when the the activity was initiated. Then, each month, a report identifies any scheduled event for which there is no disposition listed.

* REPORTING SYSTEM - Each month the reservation system provides a variety of batch reports detailing statistical information about the Case Management Process.

Once the inmate's Case Management Plan has been approved and the reservations entered, the plan is initiated as scheduled. The classification counselor is the Case Manager who ensures that the program is carried out. The counselor is responsible for monitoring the plan and ensuring that the inmate is successfully participating in required programs. If there are any failures to carry out the plan any breeches of the terms of the plan and to devise amendments to place the inmate back on track.

MEDICAL AND MENTAL HEALTH SERVICES

The Division of Correction (DOC) has the responsibility to ensure the provision of constitutionally adequate health care to the inmate population. Fiscal Year 1985 marked the first year that the majority of health services were provided by private contractors. The three regions involved during the implementation of contracted health services were: Baltimore, Hagerstown, and Jessup, whose services were provided by the PHP Healthcare Corporation. A fourth region, Eastern, was added during Fiscal Year 1988, and Correctional Medical Systems, Incorporated, was awarded the contract through the competitive bid process.

Through these private contractors, the Division provides the following health services:

a. General Dispensary Services
b. Periodic Physical Examinations
c. General On-call Coverage
d. Preliminary Screening
e. Intake Physical Examinations
f. Sick Call
g. Medical Specialty Services
h. Infirmary Services
i. Inpatient Hospital Services
j. Emergency Hospital Services
k. Infection Control Program
l. Dental Services
m. Inpatient Mental Health Services
n. Pharmaceutical Services
o. Nursing Services
p. Radiology Services
q. Medical Record Services
r. Laboratory Services
s. Optometry Services
t. Administrative Services
u. Pre-employment Physical Examinations
v. High-Risk Employee Hepatitis Program
w. Quality Assurance Program
x. Physician Services
y. Inmate Health Education
z.- Ambulance Services

The estimated cost for providing the contracted health care services during Fiscal Year 1988 is $15,884,916.

The Department of Health and Mental Hygiene, Office of Licensing and Certification granted licenses to continue the provision of inpatient mental health services to the Maryland Penitentiary (MP), Maryland Correctional Institution - Jessup (MCI-J), and the Maryland Correctional Institution for Women (MCIW). Health Care Facilities within Correctional Institution licenses were granted to the Maryland Penitentiary, Maryland House of Correction (MHC), Maryland Correctional Institution for Women, and the Maryland Correctional Institution - Hagerstown (MCI-H). The aforementioned health services were provided by the PHP Healthcare Corporation.

The Office of Health Care Services established a Strategic plan that was initiated during Fiscal Year 1987 and continued through Fiscal Year 1988, to facilitate the creation of a model correctional health care delivery system which is predicated on research, development, planning, implementation, and monitoring. The following goals were chosen to assist staff in carrying out the mission of the Office of Health Care Services:

1. Quality Assurance (QA) - To implement a Quality Assurance Program that identifies, evaluates, and takes corrective action in the delivery of services to meet prescribed departmental standards.

   Action: Monitoring instruments and criteria continues to be established for a Division of Correction Manual to be utilized by the health services contractor in providing quality health care to the inmates.

   Monitoring visits were conducted in the four regions, problems and/or needs identified, and contractor plans for correction in areas of non-compliance requested.

   The DOC Quality Assurance Program Committee comprised of members of the health services contractor and the Office of Health Care Services staff held monthly meetings to discuss various quality assurance activities implemented by the contractor, statistical data, fiscal concerns, inmate complaints, and to develop and/or evaluate health services criteria.

   Monthly Medical Review and Medical Records Committee meetings were held, as well as regularly scheduled Pharmacy and Therapeutics Committee meetings. Reports from these meetings were presented during the monthly Quality Assurance Program Committee meetings.

   The Administrator of Quality Assurance Programs participated in the monitoring of the institutions for compliance with the Maryland Commission of Correctional Standards conducted by the DOC Management Analysis and Audit Unit.

2. Research and Development - To identify and research issues important to the Office of Health Care Services and develop policy and programs with recommendations for implementation.

   Action: Seroprevalence studies have been conducted each Fiscal Year for the past four years by the Chief Medical Officer.

   A prevalence of mental illness among inmates study was conducted at the Roxbury Correctional Institution (RCI) by the Acting Chief of Mental Health Services, and the prevalence of decayed, missing and filled teeth in a State prison system was conducted by the Chief of Dental Services.

3. Staff Development- To enhance the efficiency of the Office of Health Care Services staff through recruitment and training and provision of a more conducive work environment.

   Action: The Office of Health Care Services staff members attended at least one Division of Correction funded professional development workshop and/or conference during Fiscal Year 1988.

   A Sex Offenders and AIDS Workshop was sponsored by the Office of Health Care Services, and various health-related inservice programs were conducted for the health services contractors.

   The Director, Administrator of QA Programs, and the Chief of Medical Services for the Office of Health Care Services presented at various National Professional Health Services Organization Conferences during Fiscal Year 1988.

4. Policy and Procedures - To enhance health care through policy and procedure development, review and management.

   Action: A review of all medical Division of Correction Regulations was conducted for appropriateness and consistency with current Office of Health Care Services policy and procedure guidelines, and revisions made when applicable.

   All Institutional Directives related to health care services were reviewed by the Office of Health Care Services staff for consistency with the Division of Correction Regulations.

In November, 1986, NKC Management submitted a legislative report entitled "Evaluation of State of Maryland's Medical Services Program for Inmates". The audit was divided into seven sections covering the following areas: I) Management, II) Fiscal, III) Medical Care, IV) Dental Care, V) Mental Health, VI) Quality Assurance, and VII) Continuity of Care.

The Office of Health Care Services under the direction of the Division of Correction Commissioner and Assistant Commissioner-Field Services, reported significant progress in the improvement of Health Services Delivery consistent with accepted recommendations in the NKC Management Audit Report.

Below is a recap of the number of recommendations made, the Divisions' concurrence or exception and a breakdown in terms of their current status:

	01/87	06/87	09/87	07/88
Total Number of Recommendations	78	78	78	78
Total Number of Concurrences	71	70	70	71
Total Number of Exceptions	07	08	08	07
Recommendations Already Completed	15	33	48	45
Recommendations In Process	28	20	22	26

The Office of Health Care Services has initiated revision of the Health Care contract as recommended by the report. Concentration has focused on making the contract more responsive to programmatic perimeters and to consider flexibility where service can be provided more cost effectively to the Division.

HEARING OFFICERS

Ten Hearing Officers who are members of Headquarters staff, under the supervision of the Chief Hearing Officer, coordinate adjustment hearings and sit as the sole arbiters of all cases. Hearing Officers rotate among most major institutions every thirty (30) days. In addition, Hearing Officers appear before the Inmate Grievance Commission and the courts concerning decisions and proceedings of adjudicated cases.

Adjustment Hearing Statistics
Fiscal Year 1988

Number of Cases Heard	18,596	
Guilty Verdicts	12,787	(69.6%)
Not Guilty Verdicts	1,895	(9.6%)
Reduced to an Incident Report	3,081	(16.7%)
Dismissed	833	(4.2%)
Dispositions		
Segregation Recommendation/Cases Heard	7,011	(37.7%)
Loss of Good Conduct Time/Cases Heard	4,524	(24.3%)
Greater Security Recommendations/Cases Heard	533	(3.0%)
Other Dispositions		(35.0%)
Adjustment Charges		
Escape-Including Attempt	114	(.6%)
Assault on Staff	457	(2.5%)
Assault of Inmate	1,380	(7.4%)
Sexual Assault	39	(.2%)
Weapons	369	(2.0%)
Drug Possession	255	(1.4%)
Drug Use	448	(2.4%)
Money	128	(.7%)
Other Charges		(82.8%)

In Fiscal Year 1988, the total number of adjustment cases heard (18,596) increased by less than 3% over Fiscal Year 1987 (18,126). In all categories, the percentage of the types of dispositions recommended and the kinds of cases heard remained nearly constant. The largest changes were in the percentage of segregation recommendations (from 37.3% in Fiscal Year 1987 to 37.7% in Fiscal Year 1988) and the percentage of loss of Good Conduct recommendations (from 26.7% in Fiscal Year 1987 to 24.3% in Fiscal Year 1988).

MARYLAND RECEPTION - DIAGNOSTIC AND CLASSIFICATION CENTER (MRDCC)

Warden - Merry Coplin **Assistant Warden - James A. Carter**

The Maryland Legislature, by Chapter 695, Acts of 1967, Article 27, Section 689 (g), ACM provided that all convicted persons sentenced to to the state after June 1, 1967, be committed to the custody of the Commissioner of Correction (Article 27, Section 690 g), ACM authorized the department to establish a receiving and classification center for prisoners. On June 1, 1967, the Division of Correction established a reception center for males in the south wing of the Maryland Penitentiary located in Baltimore City. The division continued to operate the reception center within the Maryland Penitentiary until October, 1981, when the present facility located at 550 E. Madison Street was opened. The females have always been received and maintained at the Maryland Correctional Institution for Women, the state's facility for women.

MRDCC is a seven story maximum security facility designed for 400 inmates but with an operating capacity established at 774 inmates. The institution contains ten 64 bed (doubled) housing units, two 32 bed housing units, two special confinement 16 bed housing units, one eight bed unit, and utilizes a gym as a 30 bed dormitory. Each regular housing unit has a small area for T.V. viewing; however the size and construction of the housing units does not permit space for other recreational activities. Outdoor recreation is conducted from May to October on a rooftop deck.

During the reception and diagnostic process, MRDCC routinely completes the following:

1. Intake summary and initial classification hearing to establish security level and identify maintaining institution.
2. Identification record to include fingerprinting, photographs, and inmate I.D.
3. Issuance of DOC number, and establishment of base and commitment files.
4. Intake physical examination.
5. Initial DOC clothing and DOC Handbook issue.
6. Psychosocial assessment.
7. Addiction testing, evaluation, and program referral.
8. Psychological screening and evaluation as necessary.
9. AIDS education orientation.

10. Targeted educational testing.

11. Preparation of suspension files for the Maryland Parole Commission which initiate parole hearing process for each inmate.

PROGRAM SERVICES

Religious Services	During FY 88, MRDCC had a contract chaplain for 31 hours per week. Religious volunteers were supervised by the chaplain in order to provide religious services, studies, and counseling for Protestant, Catholic, and Islam inmates. MRDCC does not have a chapel, and all religious activities are provided in the housing units. Inmates with special religious needs of other dominations are provided assistance and resources through the chaplain.
Library Services	Library services are provided through the Department of Education by a contract librarian four evenings per week. Reading materials are provided by means of a book cart, and request for legal materials are serviced through LASI. Each housing unit is serviced once a week.
Psychology	This unit supervises the Sexual Disorders Clinic program which is operated in conjunction with the Sexual Disorders Clinic program of Johns Hopkins Hospital. The program treats a targeted group of offenders whose eligibility is determined according to both administrative and clinical criteria.
Education	Educational services at MRDCC include a GED program for inmate workers as well as a diagnostic testing and screening of all newly received inmates to determine their educational level and appropriate placement in an educational or vocational training course. During FY 88, 3,044 inmates were tested.
Maryland Parole Commission Early Parole Hearing Program	All inmates received at MRDCC with sentences of two years or less are scheduled for their initial parole hearing before the Maryland Parole Commission prior to transfer. This program may result in immediate release, delayed release, or determine in part the inmate's initial security level and institutional assignment.

County Boarders	Allegany, Garrett, and Caroline Counties: MRDCC maintains a caseload of DOC inmates housed in Allegany, Garrett, and Caroline counties. It is the responsibility of the counselor assigned to this caseload to ensure that these inmates are classified according to the DOC procedures and are supervised to ensure compliance with those procedures by the local jurisdictions.

TRANSPORTATION UNIT

MRDCC operates the transportation unit which receives all writs for all inmates in all Division of Correction facilities, effects the majority of institutional transfers, and takes all inmates to all courts on the Western Shore of Maryland. Additionally, the transportation unit transports inmates throughout the division to Inmate Grievance Commission hearings. During FY 88, the transportation unit effected a total of 31,597 inmate moves to include all of the above.

INTAKES/RELEASES

During FY 88, MRDCC received a total of 5,960 inmates of which 5,478 were new court commitments, 478 were parole violators, and 4 were inmates returned from escape. During the same period, MRDCC released 552 inmates.

MARYLAND RECEPTION-DIAGNOSTIC & CLASSIFICATION CENTER
(MRDCC)

Breakdown for Operating Costs for Fiscal Year 1988:

150	General Administration	$ 994,292
250	Custodial Care	9,883,858
350	Dietary Services	775,753
450	Plant Operation and Maintenance	1,091,361
550	Clinical and Hospital Service	1,238,933
650	Classification, Recreation and Religious Services	1,382,701
	TOTAL	$15,366,903

Annual Per Capita Cost	$ 21,022
Daily Per Capita Cost	$ 57.44

Rated Capacity	400
Operation Capacity	774
Average Daily Population	731

Staffing Configuration:

150	General Administration	21
250	Custodial Care	297
350	Dietary Services	6
450	Plant Operation and Maintenance	9
550	Clinical and Hospital Service	2
650	Classification, Recreation and Religious Services	47
	TOTAL	382

MARYLAND CORRECTIONAL INSTITUTION FOR WOMEN (MCIW)

Warden - Sharon L. Johnson Assistant Warden - Melanie C. Pereira

The Maryland Correctional Institution for Women (MCIW) was opened in 1939 and today consists of ten major buildings, has approximately 35 acres within the perimeter, and is located in Jessup. Anne Arundel County, Maryland. The original complex was constructed in a closed, rectangular "campus" design. The subsequent addition of the Administration Building, and 192-bed housing unit have changed that configuration considerably.

The 192-bed housing unit was completed and began housing inmates in July 1986. The addition of the 192-bed unit has allowed for the renovation of Horigan Cottage to include both mental health and medical in-patient infirmaries which are licensed and operational.

MCIW is both the reception center and maintaining facility for all women committed to the Maryland Division of Correction. During Fiscal Year 1988, 418 inmates were received and 349 inmates were released from MCIW. The inmate population was 403 at the beginning of the fiscal year and 471 at its close.

Upon arrival, each inmate is fingerprinted and given a medical examination and mental health assessment to identify any immediate problems. Each inmate receives, within her first forty-five days, comprehensive testing, diagnostic and classification services. All incoming inmates are subject to the Multi-Level Disciplinary Counseling Program which establishes an individual program plan for each inmate's entire period of incarceration. The classification team also determines each inmate's security level: maximum, medium, minmum or pre-release. Incoming inmates participate in a six week "front-end" counseling group conducted by a social worker. This program is designed to reduce stress, induce acceptance of responsibility and regulations, and aid the inmate in adapting to the institution. Inmates being released from MCIW participate in a five-day release orientation program which addresses legal issues, family reintegration, positive problem solving, employment readiness and community service referrals.

The school continues to operate at a high level of inmate participation. The average daily enrollment in all education and vocational programs during Fiscal Year 1988 was 200. A computer program was instituted in the fall of 1987.

State Use Industries (SUI) operates a sewing shop, as well as telemarketing program began in April 1986, and the data entry program began in April 1988. The establishment of the computer program in the education department and the data entry program by SUI creates the first coordinated training/industry effort at MCIW. An inmate can learn the skill in school and then apply it in a work enviornment; thereby enhancing her own marketablility. During Fiscal Year 1988, there were no escapes from the institution and no major disturbances.

MARYLAND CORRECTIONAL INSTITUTION FOR WOMEN (MCIW)

Breakdown of Operating Costs for Fiscal Year 1988

150	General Administration	$ 675,798
250	Custodial Care	4,256,216
350	Dietary Services	582,873
450	Plant Operation and Maintenance	762,915
550	Clinical and Hospital Services	553,362
650	Classification, Recreation, and Religious Services	539,404
	TOTAL	$7,370,568

Annual Per Capita Costs	17,261
Daily Per Capita Costs	47.16

Rated Capacity	258
Operation Capacity	473
Average Daily Population	427

Staffing Configuation

150	General Administration	19
250	Custodial Care	130
350	Dietary Services	8
450	Plant Operation and Maintenance	5
550	Clinical and Hospital Services	0
650	Classification, Recreation, and Religious Services	15
	TOTAL	177

MARYLAND PENITENTIARY (MP)

Warden: James N. Rollins*   Assistant Warden: Bernard B. Smith

The Maryland Penitentiary is a maximum security prison located in Baltimore City, housing an average of 1,252 adult male offenders during the fiscal year 1988. The original prison was built in 1804 on the present grounds; the major portion of the physical plant was built in 1894 and is still utilized as the main administration building and inmate housing units. The entire compound covers approximately 5.5 acres.

During the past fiscal year, the dietary department, which also provides satellite feeding for inmates in the Maryland Reception-Diagnostic and Classification Center, served 2,166,354 inmate rations, and 152,031 gratuitous meals. To accommodate the large number of servings, the dietary department is in operation approximately 18 hours per day. The dietary department will also be responsible for supplying food rations to the Maryland Correctional Adjustment Center inmates and staff when the Center is opened in late fall, 1988.

The antiquity of the Maryland Penitentiary continues to present major problems for the Maintenance Department. In January, one of three boilers became disabled, forcing the installation of temporary boilers to maintain utilities in the institution. Other major repairs included the cleaning, replacing and servicing of fire exhaust fans in all wings, and the repairing and replacing of main underground steam lines. Additional razor wire was also installed along the perimeter walls.

The Training Department experienced some major changes, one of which was the loss of the Training Officer to retirement. His replacement is now performing these necessary duties. During this period, there were 13 pre-employment classes with 95 people attending, weapon qualifications totalled 54 classes with 315 attending; there were 45 in-service classes with a total of 268 employees attending.

Health care was provided by PHP Healthcare Corp. PHP experienced the normal personnel turbulence found in the corrections environment. Higher than normal personnel turnover occurred in the Registered Nurse field and with the Physicians Assistants. Aggressive recruitment actions precluded any diminishment in the care these two categories of personnel provided. The Maryland Penitentiary Hospital continued to staff and operate a 32 bed Infirmary and a 32 bed Mental Health Unit which included the Annex for severely emotionally disturbed inmates. Total admissions for the Penitentiary hospital were 181, discharges were 188, with a total in-patient days of 5,191. The Mental Health Unit had a total of 221 admissions with 202 discharges and

*Succeeded Howard N. Lyles, January 1988 a total in-patient days of 7,036. There were 141 admissions to community hospitals for medical and surgical procedures of which 40 were for surgery. Outpatient care totaled 42,016, with 14,872 pharmacy prescriptions dispensed.

With an ever enlarging educational base, the Maryland Penitentiary school continues to provide an excellent curriculum. Included in the program expansion are the full-time Day School, Evening School, Special Education Classes, Reading Lab, Mandatory Education, Special Confinement Population, Coppin State College Extension Program, College of Notre Dame Extension Program, and the newly developed Chesapeake Theological Studies Program.

The Reading Lab includes in its program tutors who have been trained by the Reading Specialist on our staff. This program is tied closely to the mandatory education program which makes up a large portion of the basic education curriculum.

The school has recently opened a Computer Lab which will enhance the GED classes. Enrollment in the GED Program has made it necessary to formulate a waiting list for student induction. Education services in various capacities are provided to approximately 55% of the total resident population.

The Evening School had 65% of its students passing the GED or receiving 8th grade certificates.

The Pre-Vocational Program offered courses in woodworking, drafting, electronics, plastic technology and graphic arts.

The Coppin State College Extension Program has received national recognition for its enrollment of over 200 students.

With the addition of an Assistant Librarian, the Penitentiary Library has been able to extend hour to evenings and alternating weekends.

Self-help groups again enjoyed a very active year. The first special activity was the third Annual WALK-A-THON for Sickle Cell Anemia which was on September 26, 1988. The WALK was a large success with the inmates raising over $3,000 for this needy cause. There were approximately 260 inmate participants and 20 volunteers from the community. Food was donated by area businesses and baseball hats were donated by the Baltimore Orioles. For Thanksgiving, 1987, the VAC office, in conjunction with the Chaplain's office, sponsored a Thanksgiving Day treat. 25 community volunteers served the inmates their Thanksgiving Day meal. Also in November, the NAACP Maryland Penitentiary Branch held its installation ceremony. During April and May, the Old Town Jaycees had a money drive to raise funds for a 3 year old girl who needs a liver transplant. Although this fund raising effort was a joint project done by all Jaycees in Maryland, the Old Town Jaycees raised more money than any other Jaycees group, $3,000.

The Maryland Penitentiary presently employs one full-time chaplain and two part-time chaplains to render religious guidance in the Protestant, Catholic and Muslim areas. In addition to these three gentlemen, the religious department enjoys the services of volunteers who not only minister, but also teach bible studies and offer counseling services. These volunteers conduct religious services for those denominations not included in the three main areas. Inmates have access to Chaplains at all times.

The Psychology Department continues to function with three full time psychologists. Psychiatric time is provided to psychology services in the amount of 10 hours per week in order that psychiatric services are available to the inmate population. This service consists primarily of assessment and the prescribing of psychotropic medication to those in need of it. At the present time, 149 inmates are receiving this necessary medication. Inmates are seen both in the psychology clinics and in the medical unit on Southwing for segregation inmates. Efforts are made to maintain inmates outside of the hospital setting, if possible, both in segregation and in general population. Contacts for the past year totaled 3,736. Also during this fiscal year, psychology service was responsible for providing in-service training to Penitentiary staff on suicide prevention and communication with inmates. There were a total of 26 training sessions conducted during this time period.

MARYLAND PENITENTIARY (MP)

Breakdown of Operating Costs for Fiscal Year 1988

150	General Administration	$ 2,899,417
250	Custodial Care	12,501,293
350	Dietary Services	1,778,987
450	Plant Operation and Maintenance	2,097,990
550	Clinical and Hospital Services	2,261,498
650	Classification, Recreation, and Religious Services	896,611
	TOTAL	$22,435,850

Annual Per Capita Costs	$18,123
Daily Per Capita Costs	49.52

Rated Capacity	1,053
Operation Capacity	1,250
Average Daily Population	1,238

Staffing Configuration

150	General Administration	34
250	Custodial Care	379
350	Dietary Services	20
450	Plant Operation and Maintenance	20
550	Clinical and Hospital Services	10
650	Classification, Recreation, and Religious Services	30
	TOTAL	493

MARYLAND HOUSE OF CORRECTION (MHC)

Warden - Terrie C. Chavis* Assistant Warden - Leon B. Brown**

The Maryland House of Correction is located in Jessup, situated on 800 acres to the south of MD. Route 175 between U.S. Route 1 and the Baltimore-Washington Parkway, in both Anne Arundel and Howard Counties. This medium security institution was opened in 1878 and contains one of the Division's oldest housing units. Eight prisoners were received in the first month of the institution's opening. Ten years later in 1888 the population had mounted to a total of 325 including both males and females. With various additions and improvements over the years, the institution presently houses approximately 1375 inmates whose average age is 36 years with an average sentence length of 16 years.

The history of the House of Correction includes mining operations; and by 1889, one hundred tons of iron had been mined. As the years went on several industrial projects were conducted by outside contractors including a Wire Shop, Broom Factory, and Shirt and Pants Shop. Federal legislation restricting the sale of prison-made goods resulted in the termination of this Contract program was inaugurated, and since that time its operations at varied industrial shop activities as Concrete and Cinder Block Plant, Clothing Shop, Tobacco Shop, Soap Shop, with the last-named not only manufacturing soap products, but also insecticides, disinfectants and waxes. Presently, State Use Industries operates four shops. Inmates receive on-the-job and apprenticeship training in the Wood, Mattress, Sign, and Tag. Managed by Industrial Supervisors, these shops manufacture office furniture, roadway signs, bedding, upholstery frames, and vehicle license plates.

The main building of the House of Correction is designed with a central structure controlling access to the two principal housing areas, the South and West wings. Each wing has inside cells, four tiers high, each having between forty and forty-nine individual cells. Each cell has roughly forty-nine square feet of floor space. Each of the cells in the wings has (in addition to one bunk) a toilet, sink, shelf and locker. Hot water is available in each cell. Residents are also housed in seven dormitory areas, each having a recreational area. Additionally, inmates are housed in a 112 bed trailer unit.

The two principal resident housing areas, the South Wing and West Wing, were opened in 1879 and 1928 respectively. The dormitory areas of H, I and J dorms were opened in 1955. The trailer unit was opened in May 1982. Other substantial additions to the physical plant include an administration annex in 1958, industries compound in 1964, power plant in 1970, gymnasium in 1974, hospital in 1975, conversion of former special confinement area to dormitory housing in 1980, south east and north east towers in 1981, visiting room in 1982, conversion of the administration building basement to a regional pharmacy for the Jessup area in 1982, renovation of C dormitory in 1983 and the conversion of old visiting room to offices in 1983. Subsequent 1985 and 1986 improvements included upgrade water and electrical system, installation of sprinklers in the business school, shops, laundry and administration building, as well as a secure hospital entrance building. Major physical and operational improvements in 1987 included electrical re-wiring of the south wing, installation of new roofs on the tag shop as well as extensive repair of the wood shop roof. Extensive repairs were completed in the main dining room to include: seating replacement, complete renovation of the revolving oven, extensive kitchen floor quarry tile repair and serving line electrical service upgrade, sorely needed dietary equipment was procured.

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*Succeeded Ralph Packard, January 1988.
**Succeeded Terrie Chavis, July 1988.

A contractual health provider, the PHP Corporation operates the institution's 25 bed licensed health care infirmary. In addition to providing medical and dental care, the infirmary provides on-site specialty clinics.

The classification department counseling staff continues to provide direct services to inmates. This effort is supported by the clerical and commitment offices. The classification department is responsible for providing inmate counseling, participation in classification teams, coordination of Parole Commission and Inmate Grievance Commission hearings, court appearances, program assignments, job assignments, recommending security changes, institutional transfers, Mutual Agreement Programming and compassionate leaves. Individual inmate problems are dealt with and information regarding inmate status is provided to requesting agencies such as the courts, attorneys, Parole Commission, Grievance Commission, families, etc. An addictions counselor provides needs-assessment screening. In FY 88 classification teams completed 5,432 actions. Additionally, 637 parole hearings were conducted.

The Psychology Department consisting of three full-time psychologists and two part-time consulting psychiatrists provide crisis intervention as well as individual and group psychotherapy. The full-time staff provides psychological evaluations necessary to classification and management of certain inmates.

The Religious Services Department is staffed by a full-time Protestant Chaplain, a contractual Catholic Chaplain and a part-time Islamic Chaplain. All of the chaplains provide ministerial services to the total inmate population, the security staff and the administrative staff as requested. These services include: special emergency situations such as deaths, conducting worship services, hospital visitations, administrative segregation visitations, prayer services, concerts, Bible classes, seminars and marriages. Baptisms are performed by the Protestant Chaplain.

The Volunteer Activities Coordinator's office continues in the training and development of an on-going Volunteer Service Program. The program consists of professional volunteers as well as student interns. An Annual Recognition Day is held for the volunteers to extend our appreciation for their services. The volunteer office is responsible for special events for the total population such as: Health Fair, workshops, seminars and a variety of entertaining shows featuring community involvement. Special activities are also created in recognition of staff. In FY 88, the Volunteer Activities Coordinator organized a fifteen member choir called the Voices of MHC.

The Volunteer Activities Coordinator serves as advisor to self-help group development and assists with the overall progress of these groups which total twelve and include: Visual Arts Program, legal clinic, Sounds, Sands, Under the Baltimore Stars, Left Bank Jazz, Veterans Organization, Jaycees, Seventh Step, Alcoholics Anonymous and Writers' Club. Each group is assisted by volunteers. The Visual Arts group created murals on the walls of the hearing room and staff lunch room. The artists were interviewed and highlighted on Channel 2's program "Insight". The Baltimore Stars collected clothing that was in good condition from the inmates and donated them to the homeless. The Jaycees soda can collection project resulted in a $200.00 contribution to Cystic Fibrosis. An article in the Daily Record Business and Legal News of Maryland entitled Hope and Pain Lie Underneath the Anger in "For Colored Guys" written by Mytle S. Jonus and Lindsay Schlottman Waite was based on the book by the Maryland House of Correction writers, "For Colored Guys Who Have Gone Beyond Suicide and Found No Rainbow".

The Inmate Organization Cooperative Committee (IOCC) and the Inmate Advisory Committee (IAC) function to bring cooperation and communication between self-help groups and the inmate population respectively with the institution administration.

The recreation/leisure program continues to include provisions, not just for the skilled team-oriented participant, but also for the participant who is not athletically motivated. Quiet games and movies are an integral part of out program, in addition to activities which allow greater participation at one time. The recreation program includes football, handball, softball, table tennis, track and field, volleyball, weightlifting, table games, yoga and a weight reduction program. Outside teams are allowed inside the institution to compete with the men in the various sports. Every year during the month of July Track-N-Field along with Weightlifting competitions are held in the recreation yard for the general population. In FY 88 the recreation department along with the V.A.C. office put together the Second Award Ceremony honoring the men who played a major role in the success of their teams.

The Education Department provides Academic, Office Management, and Vocational/Welding programs. Academic programs include basic reading, pre-GED, GED, and College-level courses through Essex Community College and Morgan State University. The Office Management program is varied offering typing, Business Math, Accounting, Word Processing and Office Procedures. The Education Department also maintains and institutional library.

The Maryland House of Correction Laundry facility provides two very important functions. It teaches the work ethic to inmates to enable them to adapt to society, upon their release while providing essential Laundry Services to State Institutions. These services are provided to University Hospital, Patuxent Institution, Clifton T. Perkins Hospital Center, Waxter Childrens Center and Boys Village. The facility also serves as back up for the Central Laundry and can assist in meeting their contractual obligations in the event of an emergency. The facility has been operating for more then sixty years four million pounds of laundry per year. Inmates employees received a base pay plus the work incentive, of bonus pay based on productivity. The facility also provides education and on the job training in equipment maintenance for selected inmate employees.

In order to address sanitation and safety concerns in this large institution, the Fire/Safety Office schedules fire drills, in accordance with Maryland Correctional Commission Standards, coordinates inspections by MOSHA and the State Fire Marshall, maintains a pest/rodent control program, and regularly reviews overall sanitation. The Fire/Safety Officer also monitors vehicles in accordance with recommendations of the Governor's State Fleet Safety Committee.

The main focus of the MHC Personnel Department is the up keep and maintenance of employee files for the 523 positions allocated. However, providing service and assistance to employees in overcoming job related and personal barriers that could impact adversely on performance, is also a critical area necessitating personnel involvement. Referrals to available State resources is constantly used to enable the employee to identify problems and make appropriate adjustments allowing for enhanced productivity and less stress in the work place.

MARYLAND HOUSE OF CORRECTION (MHC)

Breakdown of Operating Costs for Fiscal Year 1988

150	General Administration	$ 1,446,530
250	Custodial Care	13,534,458
350	Dietary Services	1,678,256
450	Plant Operation and Maintenance	3,925,586
550	Clinical and Hospital Services	2,110,708
650	Classification, Recreation and Religious Services	1,214,069
	TOTAL	$23,909,607

Annual Per Capita Cost	$ 16,309
Daily Per Capita Cost	44.56

Rated Capacity	1,406
Operating Capacity	1,406
Average Daily Population	1,466

Staffing Configuration

150	General Administration	35
250	Custodial Care	418
350	Dietary Services	18
450	Plant Operation and Maintenance	27
550	Clinical and hospital Services	2
650	Classification, Recreation and Religious Services	42
	TOTAL	542

MARYLAND CORRECTIONAL INSTITUTION-JESSUP (MCIJ)

Warden - Eugene Nuth, Acting*   Assistant Warden -
Richard Vernon, Acting**

The Maryland Correctional Institution-Jessup, in operation since 1981, sits on 35 acres adjacent to the Maryland House of Correction.

The rated capacity of the institution, consisting of eight separate outdoor units, each with 64 double cells is 512 inmates. The Maryland Correctional Institution's current operating capacity still remains at 871.

The average age of the typical inmate at the MCI-J is 31 years old, serving an average sentence of 8.6 years with an average stay of 3 years. The population is made up of inmates serving sentences that cover the entire spectrum of offenses with the most prevalent offenses being robbery. The mission of the Maryland Correctional Institution-Jessup continues to provide a wide range of educational, vocational, addictions, social work and mental health services and programs. The nationally recognized school program at the Maryland Correctional Institution-Jessup continues to provide a wide range of academic and vocational courses.

During Fiscal Year 1988 there were 50 graduates from the GED program, and 14 graduates from the A.A. program from Essex Community College. There were an additional 30 graduates from the automotive repair shop, 51 service station attendant graduates, 16 heating and air conditioning repair shop graduates. There was also an additional 4 inmates who received certificates from the State Use Industries Graphic Arts Program.

The Long Term and Acute Care Mental Health Units during Fiscal Year 1988 admitted a combined total of 241 inmates from the Maryland Correctional Institution and other institutions within the Division of Correction. A combined total of 217 inmates were discharged from the Mental Health units in Fiscal Year 1988.

The Case Management Program remained an integral part of the Maryland Correctional Institution involving the allied disciplines of classification, social work, education and custody; with over 30% of the population having active Case Management Programs. The Classification Department during the fiscal year completed a total of 3,478 separate classification board actions. The Junction Bridge program continued to run two simultaneous ten week sessions twice a week during the fiscal year.

*James Rollins transferred to MP January 1988, Eugene Nuth Acting.

**Richard Vernon Acting Assistant Warden for Eugene Nuth.

The Social Work Program continues to provide a wide range of services to the inmate population including those inmates on disciplinary segregation and mental health.

Physical improvements during Fiscal Year 1988 included the long awaited and much needed repair and improvement to the fire alarm and sprinkler system. There was also the addition of two perimeter towers to the existing four towers constructed during Fiscal Year 1987.

MARYLAND CORRECTIONAL INSTITUTION-JESSUP (MCIJ)

Breakdown of Operating Costs for Fiscal Year 1988

150	General Administration	$ 875,003
250	Custodial Care	8,770,964
350	Dietary Services	1,083,630
450	Plant Operation and Maintenance	1,410,922
550	Clinical and Hospital Services	1,308,906
650	Classification, Recreation and Religious Services	857,201
	TOTAL	$14,306,626

Annual Per Capita Costs	$15,653
Daily Per Capita Costs	42.77

Rated Capacity	512
Operating Capacity	912
Average Daily Residential Population	914

Staffing Configuration

150	General Administration	25
250	Custodial Care	257
350	Dietary Services	15
450	Plant Operation and Maintenance	10
550	Clinical and Hospital Services	1
650	Classification, Recreation and Religious Services	30
	TOTAL	338

MARYLAND CORRECTIONAL INSTITUTION-HAGERSTOWN (MCIH)

Warden - John N. Brown   Assistant Warden - Mark S. Bresler*

The Maryland Correctional Institution-Hagerstown is the oldest of the three prisons built on approximately 880 acres just south of Hagerstown, Maryland. Construction of this facility was begun in April, 1932. After some funding problems, the institution was finally completed in 1942. Some of the finest stone masons of Washington County utilized inmate labor to set the cut stone which was mined from a local quarry.

A closer examination of the MCI-H reveals that the main building is simply divided into several basic areas. As you enter the building, the administrative offices are located in the front area. The original inmate living quarters are located on the northside and southside of the institution. These two areas are separated by an outdoor recreation yard. The northside contains four two-story wings with eighty cells per wing, while the southside is similarly constructed. The second level of E wing is utilized by the Classification Department, eliminating this area for housing.

Initially, all inmates were housed either on the northside or southside of the institution. Due to the overcrowded conditions which plagues Maryland's prison system, it was necessary in which plagues Maryland's prison system, it was necessary in August 1980 to add a 128 bed unit (North Dorm). As the inmate population continued to rise, the eight annexes (four on each side of the institution) were opened with a total capacity of 320 inmates (8 annexes x 40 inmates). However, by court order these annexes were closed in 1987. in October 1983, the continuing influx of inmates necessitated the construction of the Western program Development Center (WPDC). Three pre-engineered buildings presently house approximately 420 inmates.

The rated capacity for the MCIH is 1168. The inmate population on June 30, 1988, the last day of the Fiscal Year was 1189. Out of these inmates, some 540 inmates were housed in a dormitory environment; either at the North Dormitory (128 inmates) or at WPDC (412 inmates).

The reduction of stress by the overcrowding condition present at the last fiscal year is evident in both staff and the inmate population. This was brought about by moving inmates to the newly opened Eastern Correctional Institution in Somerset County in the early part of 1988.

A typical inmate profile of this facility indicates that approximately 74% of the population is black, while some 26% of the inmates are white. The average inmate age is 30.8 years with an average sentence of 202.1 months (16 years). It is interesting to note that the average sentence has increased from 1[illegible]8 months in 1987 to the present average of 202 months. The average length of stay for the inmate housed at this facility is 80.9 months.

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*Succeeded Lloyd L. Waters, February 1988.

The Classification staff received training in the new objective classification process. The members of the Inmate Advisory Council were trained and a VCR program was developed for the orientation program and presented to the entire general population. The Classification Department also established a MAP goal of 63 proposals. During FY 88 the MCIH staff developed 80 proposals -- a 27% increase over the established goal. Sixty-three percent of the proposals resulted in an official MAP contract.

The Custody Department held Tactical Training three times in FY 88. Security improvements included changing the locking mechanisms in the front of the institution, a new procedure on key control has been implemented and nine mini-14 rifles have been replaced. During FY 88 there were no major disturbances, no escapes and no homicides. The initiation of weekly cell searches has resulted in a safer, secure institution which ultimately benefits both staff and inmates.

The Psychology Department has continued to develop the treatment programs which were initiated during FY 85-86. In particular, the Special Management Unit (SMU), a multi-disciplinary program headed by a supervisory correctional officer and input from the Psychology and Classification Departments. The SMU program mainly involves inmates who are mentally disordered but also includes some inmates who are serious about improving themselves and are character and conduct disordered.

In addition to the therapy offered to inmates in the SMU described above, the Psychology Department continues to maintain an active schedule of individual therapy appointments both for inmates on disciplinary segregation and general population. The Education Department adjusted its program after 324 men were transferred to ECI, offering more services to the inmates. Curriculum changes included: the introduction of an intermediate reading class, another block of basic programs, implementation of GED writing skills integration, and the use of computers as tutoring tools. Over the year, enrollment figures declined from 586 students to 405 due to population shifts. Total school completions showed an increase of 12% over last year. Academic programs had ninety-seven graduates and vocational programs had eighty-three graduates. The college program had seven men complete requirements for their AA degree.

For this report, the library placed emphasis on the development of year round programs which will enable the patrons to pursue and achieve self-interest and educational goals. These programs consist of self-paced learning stations, such as Basic Library Skills and Reading Skills Enhancements.

The Religious Services program offers Catholic Chaplaincy, coordinates Islamic affairs and Protestant Chaplaincy services. Counseling is offered to inmates and staff, by request. Request for marriage while incarcerated are expedited as requested by inmate or upon referral of administration.

The Volunteer Activities Program provides services at the institution utilizing citizen participants, community and government sponsored organizations and agencies, institutional staff persons from a broad spectrum of community organizations, churches, clubs and individuals. There are currently approximately eighty registered volunteers who have contributed over 4,000 service hours.

There are six self-help groups in the institution for which volunteer participation is essential. They are: C.A.P. Jaycees, Alcoholics Anonymous, WPDC Alcoholics Anonymous, Lifestyle, Narcotics Anonymous and WPDC Narcotics Anonymous.

The Recreation Department offered intramural programs during this fiscal year, the gymnasium was opened this past winter and they also provided table games to the inmate populations.

The Training Program offered Inservice training in AIDS, Social/Cultural Relations, Special Management of Inmates, Use of Force, Testifying, Searches and CPR. Other program offered were Emergency Plans, ARP, Adjustments, Inmate Grievance, Mass Disturbance, Hostage and many more. Throughout the calendar year, MCI-H employees have been made available for as much outside training as funding allowed.

The State Use Industry program is an integral part of MCI-H. This operation not only provides meaningful work and wage for inmates incarcerated at this facility, but provides products for many agencies in the State. There are three shops, Upholstery, Brush and Carton and two Metal shops. In should be noted that all shops exceed their projected sales. The Upholstery Shop was honored at the annual SUI business for the largest in sales in the United States.

MARYLAND CORRECTIONAL INSTITUTION-HAGERSTOWN (MCIH)

Breakdown of Operating Costs for Fiscal Year 1988

150	General Administration	$ 1,328,659
250	Custodial Care	14,295,415
350	Dietary Services	1,720,898
450	Plant Operation and Maintenance	2,209,202
550	Clinical and Hospital Services	1,426,375
650	Classifications, Recreation, and Recreation Services	1,147,866
	TOTAL	$22,128,415

Annual Per Capita Cost	$ 15,177
Daily Per Capita Cost	41.47
Daily Per Capita Food Cost	1.52

Rated Capacity	1,168*
Operating Capacity	1,825
Average Daily Population	1,458

*Actual Rated Capacity is 748. Present rated Capacity 420 inmates temporarily housed at Western Program Development Center (WPDC).

Staffing Configuration

150	General Administration	31
250	Custodial Care	392
350	Dietary Services	24
450	Plant Operation and Maintenance	19
550	Clinical and Hospital Services	7
650	Classification, Recreation and Religious Services	43
	TOTAL	515

MARYLAND CORRECTIONAL TRAINING CENTER (MCTC)

Warden - Lloyd L. Waters*   Assistant Warden - Joseph Sacchet

The Maryland Correctional Training Center (MCTC) is one of the a largest correctional institutions in the State. Construction began in the mid 1960's and the last structure was completed in 1966. The Harold E. Donnell Building, built in 1964 was originally utilized by MCI-H and was incorporated as part of the MCTC in 1966. The Emergency Housing Unit was built later to help relieve the pressures of the growing inmate population. The Quonset Huts were also constructed for the same basic purpose. The MCTC is a medium security institution with a rated capacity of 1.407. On June 30, 1988, the inmate population of the facility was 2,058, which is 651 above the rated capacity.

This institution is located on approximately 39 acres and is surrounded by a double fence. Twelve separate physical structures exist. The inmate housing include six housing units.

The Classification Department is directly involved in the security change decisions which affect the flow of inmates through the facility. Inter-institutional moves remain essentially unchanged except for inmates being transferred to the Quonset Huts.

The Psychology Department is a multi-faceted program designed to meet the mental health needs of a diversified inmate population. Unit Management and Central Management are the two basic approaches used to manage these needs. The young Offender Program, Segregation Unit and Special Management are the three specialty programs which utilize the Unit management concept. An outpatient clinic which offers a full range of services is operated as a centralized service. All inmates may obtain these services through staff or self-referral. Traditional diagnostic testing, individual and group therapy has been recently extended to include more multi-disciplinary emphasis. Most treatment is organized around a social learning model and ranges from short-term reality therapy to long-term, major personality reconstruction.

In the near future the Psychology Department will be managing a fully operational 25-bed unit addressing the needs of inmates with special management problems. It will initially involve custody staff training so that there is mutual involvement in a systematic unit management/team approach to treatment.

The Education Program experienced many changes during this reporting period. The Maryland Adult Performance Plan, functional/living shells curriculum is being incorporated into the subject matter curriculum, services for students under 21 years have been expanded and special education services are being offered to students who demonstrate the need. Also the Job Training partnership Act classes in job seeking and decision making skills has been a popular and practical class for the students, but funding was discontinued June 1988. Vocational programs include: carpentry, masonry, electrical wiring, and plumbing. Students in this program attend academic classes in support of the vocational aspect half a day.

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*Warden Jon P. Galley Acting July 1987 until January 1988.

The Volunteer Activities Program coordinates the following self-help groups: Jaycees, Antietam Civil War Roundtable, MCTC Chess Club, Just for Today A.A., Narcotics Anonymous, Veterans Outreach, Volunteer Staff Supplemental Help, and Religious Volunteers.

The Religious Services are administered by two clergy members. The regular Sunday and Catholic Holy day services are conducted by a staff Catholic Chaplain and all Protestant Sunday services are provided for by a contractually paid Protestant clergy member. Through the Chaplain's Department community participation from both the local and Baltimore City churches are encouraged and provided for on a regular basis. Other religious programs are coordinated by this office, such as Muslim and Seventh Day Adventist.

The Medical Department experienced some renovation work in their area and medical records are in a more secured area with limited access. Changes were made in the amount of stock medications and instituting policy and procedures to make clinics and food service physicals.

The Recreation Department functions as the release valve for the inmate population. The intramural program is extremely comprehensive with volleyball, basketball, baseball, football, softball, ping-pong tournaments and body building.

The In-service Training Program offered such classes as CPR, Use of Force, Special Management of Inmates, AIDS in Corrections, etc. The Wellness - Strategies for Healthly living, continued throughout the latter part of FY 1987.

Program services in the Social Work Department have grown to include more specialized individual services, greater variety of groups and internship programs at both the undergraduate and graduate levels. There has been a problem maintaining social workers and recruitment.

MARYLAND CORRECTIONAL TRAINING CENTER (MCTC)

Breakdown of Operating Costs for Fiscal Year 1988

150	General Administration	$ 1,077,978
250	Custodial Care	14,987,354
350	Dietary Care	2,672,281
450	Plant Operations & Maintenance	1,641,906
550	Clinical and Hospital Services	1,886,958
650	Classification, Recreation and Religious Services	1,357,302
	TOTAL	$ 23,623,779

Annual Per Capita Costs	$10,152
Daily Per Capita Costs	27.74

Rated Capacity	1,617
Operation Capacity	2,058
Average Daily Population	2,327

Staffing Configuration

150	General Administration	29
250	Custodial Care	411
350	Dietary Services	30
450	Plant Operation and Maintenance	16
550	Clinical and Hospital Services	2
650	Classification, Recreation, and Religious Services	50
	TOTAL	538

ROXBURY CORRECTIONAL INSTITUTION (RCI)

Warden - Jon P. Galley **Assistant Warden - Mason W. Waters**

Roxbury Correctional Institution is a medium-security (C-3) facility located in Washington County, Maryland. Enclosed within a double fence, it is designed to meet maximum security use if necessary. Security measures include sound/microwave system, seven security towers along the perimeter and security cameras throughout the compound. The interior compound contains four housing units, a chapel, education building, gymnasium and an administration building.

Of the four housing units, one is designated for special management of inmates: handicapped, mentally ill, protective custody and disciplinary segregation. The chapel houses the social work department and religious activities.

The institution utilizes the unit management concept in which custody and non-custody staff work as a team to provide classification and program services to the inmate. The Unit Management concept along with the Multi-Disciplinary Process has made significant progress toward streamlining the delivery of services. Through team interaction of custody and program staff, access to resources has been increased.

The operations office functions as the hub of activity within the security department. This office orchestrates all movement inside and outside the institution. It accounts for each officer and inmate twenty-four hours a day and reports the official count each day to DOC Headquarters.

The classification department is responsible for the assignment, review of custody level, transfer recommendations, program planning and caseload management of all inmates assigned to the institution. During the previous year, classification continued to use the Multi-Disciplinary Process (MDP) in providing services to the inmate population. The Objective Classification process was implemented in January. This process assigns inmates both a security level and custody level. The security level relates to the level and custody level. The security level relates to the level of physical security offered by the institution. The custody level relates to the level of supervision within the institution. Roxbury can offer both C-3 and C-4 custody level. Both levels are determined by assessing each inmate's background according to variables assigned point values. The total point value determines the appropriate placement of the inmate for security and custody level.

The psychology department implemented two new treatment groups during the past year. A Sex Offenders Group for chronic sex offenders who want help, is provided through a team therapy approach by two of the psychologists. Another group is available for combat veterans with mental and emotional problems offered in cooperation with the Vet Center in Martinsburg, West Virginia. Despite the increased volume of services, the department maintained previous group therapies and is looking toward an efficient delivery of services in conjunction with the addition of the new housing unit.

The recreation department is a multi-faceted program of sports, recreation and leisure activities which are available twice daily to the general population. In addition, extramural competition and special interest classes and clubs are offered. During the year, 26 different intramural activities were held involving over 2600 participants in 1200 games. An average of 90 persons a day participated in classes and clubs. Extramural events involved about 100 participants, 40 games and 300 visitors to the institution.

The volunteer services program offered two new programs targeted to "special needs" inmates. The first program benefits veterans within the institution by providing benefits information and training from the Hagerstown Veterans Commission. The second program targets elderly and disabled inmates by offering a series of workshops on independent living skills in cooperation with the Maryland Citizens for Housing the Disabled in the hopes that it will evolve into a peer support group.

The medical department provides both a dispensary and mental health unit within the institution. The dispensary offers on-site care for medical problems that include sick call, medication, dental and emergency out-patient visits. The mental health unit provides day and acute care for mental health inmates

Structural changes were made that moved medical records into a more secured area limiting access and moving the medication nurses station to an area that exceeds the standard requiring double lock access to medication. Policies and procedures were reviewed and revised for the mental health unit in an effort to continue to provide services in a consistent manner. Activities for mental health inmates have been increased to include an exercise bicycle for acute care inmates and indoor and outdoor activities for day care inmates.

The social work program services during the fiscal year have grown to include: more specialized individual services, a greater variety of groups and internship programs at both the undergraduate and graduate levels. The integration of the social work and addictions programs has served to stimulate program and management appraisal.

One social work position provides mental health services through intern projects, release planning and group work with mental health inmates. The addictions specialist provides addictions screenings, referral to Junction Bridge, supervision of the alcohol and drug self-help groups, individual assessments and development of a resources/education library.

Innovations for the coming year include an addictions education group based on the model used at Eastern Correctional Institution and utilization of interns for specialized projects within the program.

The report for Fiscal Year 1988 showed that RCI staff receive an extensive and varied program of training. Both custody and non-custody staff generally exceeded the required number of hours. Over 19,000 training hours were provided to custody staff for an average of 69.4 hours per officer. This included over 800 hours of training for the SERT members. Non-custody staff received over 4,000 hours of training for an average of 44.8 per employee. Training in this area included Wellness Strategies and job-specific offerings. A software program for the IBM system to document and maintain training records is currently being designed. The goal for next year is to implement this system enabling the department to respond immediately to requests for training information from RCI, DOC and regulatory staff. The department is supported by 32 instructors and a supervisory staff committed to job performance.

ROXBURY CORRECTIONAL INSTITUTION (RCI)

Breakdown of Operating Costs for Fiscal Year 1988

150	General Administration	$ 1,027,767
250	Custodial Care	10,026,805
350	Dietary Services	1,507,476
450	Plant Operation and Maintenance	1,134,311
550	Clinical and Hospital Services	989,107
650	Classification, Recreation and Religious Services	973,265
	TOTAL COST:	$15,658,731

Annual Per Capita Costs	$12,262
Daily Per Capita Costs	33.50
Daily Per Capita Food Costs	1.52

Rated Capacity	720
Operation Capacity	1,280
Average Daily Population	1,277

Staffing Configuration

150	General Administration	26
250	Custodial Care	278
350	Dietary Services	21
450	Plant Operation and Maintenance	12
550	Clinical and Hospital Services	0
650	Classification, Recreation and Religious Services	34
	TOTAL	371

EASTERN CORRECTIONAL INSTITUTION (ECI)

Warden - Kathleen S. Green, Acting*	**Assistant Wardens -** **Dale Jamison** **Thomas Kimball, Acting****

Eastern Correctional Institution is a medium security facility with a rated capacity of 1440. The population ending the Fiscal Year 1988 was 1808.

The facility is situated on approximately 620 acres, located five miles south of Princess Anne in Somerset County, Maryland. Consisting of two compounds, East and West, it is a campus style complex. An Assistant Warden is responsible for each compound. The East Compound Support Building houses the mental health unit, K-9 unit and infirmary, while the West Compound Support Building has the dispensary, inmate receiving and transportation units. Both compounds provide identical services in all other areas.

There are three general population housing units, each containing 192 cells, in both compounds. Additionally, a special housing unit, Protective Custody-East and Segregation Unit-West, complete the inmate living quarters.

The Personnel Department recruited for and filled 364 positions during 1988.

The Training Department conducted Correctional Entrance Level Training Programs for all newly hired correctional officers and support staff. All correctional officers were trained in-house and qualified in firearms use on the institution's range. Additionally, personnel with one or more years of training attended In-Service Training Programs to maintain skills and enhance knowledge in their areas of expertise.

The Social Work Department implemented an ongoing addiction treatment program.

The Classification Department conducted objective classification training for counselors and classification program support staff. Upon arrival, inmates are classified according to the new objectives program.

The Recreation and Leisure Studies Department setup and started operating a wide variety of intramural sport and table game competitions.

The Food Service Department provided meals to inmates and staff at the institution. Under a contractual agreement, the Somerset County Detention Center-population was fed.

*Succeeded Wayne Winebrenner July 1988.
**Thomas Kimball Acting Assistant Warden for Kathleen Green.

The Fiscal Department executed initial purchase orders for equipment and supplies. In FY 1988 $224,304 was spent for equipment and $5,958,786 for supplies and services. Also, capital equipment costing $3,118,434 was purchased.
The Maintenance Department inspected buildings prior to occupancy. Building modifications performed by this department prevented many security problems and enhanced the institution's overall appearance.

Programmatic and administrative initiations and changes included the:

Occupation and staffing of all administration and staff buildings except the power plant which is operated by a sub-contractor.

Modification of buildings to remedy design problems and inconsistencies.

Implementation of 45 minimum (C-2) inmates in the total population to work in the central kitchen, central laundry, central warehouse, administration building and on maintenance crews.

Receipt of a gift of baptisteries for the religious program.

Participation in the joint State of Maryland and Somerset County seat belt awareness program.

Organization of an inmate Jaycee chapter.

Opening of a well stocked inmate library in the East Compound. Presently, final arrangements are being made to open an identical one on the West Side.

EASTERN CORRECTIONAL INSTITUTION (ECI)

Breakdown of Operating Costs for Fiscal Year 1988

150	General Administration	$ 1,317,920
250	Custodial Care	12,572,957
350	Dietary Services	1,830,097
450	Plant Operation and Maintenance	2,571,510
550	Clinical and Hospital Services	1,415,627
650	Classification, Recreation and Religious Services	1,394,821
	TOTAL	$21,102,932

Annual Per Capital Cost	$26,182
Daily Per Capita Cost	71.54

Rated Capacity	1,440
Operating Capacity	1,800
Average Daily Population	806

Staffing Configuration

150	General Administration	46
250	Custodial Care	515
350	Dietary Services	42
450	Plant Operation and Maintenance	25
550	Clinical and Hospital Services	0
650	Classification, Recreation and Religious Services	71
	TOTAL	699

MARYLAND CORRECTIONAL PRE-RELEASE SYSTEM (MCPRS)

Warden - John P. Wilt   Assistant Wardens - Mary V. Leftridge
Leslie H. Dorsey

The Division of Correction operates pre-release units in various areas of the State of Maryland. Pre-Release Headquarters is located in Jessup, Anne Arundel County, Maryland. The system houses inmates of three security levels, medium, minimum, and pre-release.

The Maryland Correctional Pre-Release System began in the 1950's and was then known as the Road Camp. In the 1960's, with the construction of modern units, the name was changed to the Maryland Correctional Pre-Release System.

The Maryland Correctional Pre-Release System is the point from which most inmates are released for re-entry into the community. Thus, most programs and services are intended to prepare the inmate for return to society. These programs emphasize job readiness training, work crews, work experiences, and actual work release.

The Warden of the MCPRS had administrative responsibility for the operation of each State pre-release unit, and is also responsible for those State inmates housed under contractual arrangement at non-State facilities. The Maryland Correctional Pre-Release System consists of the following:

-Pre-Release System Administration Building
Jessup, Anne Arundel County
Staff: 51

-Baltimore City Correctional Center
901 Greenmount Avenue, Baltimore City
Staff: 111
Average Daily Residential Population: 359

-Baltimore Pre-Release Unit
926 Greenmount Avenue, Baltimore City
Staff: 50
Average Daily Residential Population: 182

-Brockbridge Correctional Facility
Jessup, Anne Arundel County
Staff: 221
Average Daily Residential Population: 554

-Central Laundry Facility
Sykesville, Carroll County
Staff: 59
Average Daily Residential Population: 188

-Eastern Pre-Release Unit
Church Hill, Queen Anne's County
Staff: 40
Average Daily Residential Population: 106

-Jessup Pre-Release Unit
Jessup, Anne Arundel County
Staff: 79
Average Daily Residential Population: 232

-Poplar Hill Pre-Release Unit
Quantico, Wicomico County
Staff: 41
Average Daily Residential Populaiton: 116

-Pre-Release Unit for Women
4500 Park Heights Avenue, Baltimore City
Staff: 12
Average Daily Residential Population: 24

-Southern Maryland Pre-Release Unit
Charlotte Hall, Charles County
Staff: 36
Average Daily Residential Population: 109

PRIVATE AND/OR CONTRACTUAL FACILITIES

Cecil County CARC
Elkton, Cecil County
Capacity: 20

Dismas House-West
101 South Mount Street, Baltimore City 21223

Average Daily Residential Population: 41

Dismas House-East
1415 North Caroline Street, Baltimore City 21223

Average Daily Residential Population: 43

Montgomery County Pre-Release Unit
Rockville, Montgomery County

Average Daily Residential Population: 5

Threshold, Incorporated
1702 St. Paul Street, Baltimore City 21202

Average Daily Residential Population: 28

BALTIMORE CITY CORRECTIONAL CENTER

Unit Manager - George Redd, Jr.

The Baltimore City Correctional Center, located in Metropolitan Baltimore, was opened on July 16, 1984. The mission of the facility is to provide public safety through the successful reintegration of offenders back into the community through controlled treatment programming.

Baltimore City Correctional Center is a pre-release security facility which houses inmates classified at C-1, C-2 and C-3 custody levels. There are two main housing units, the north wing and south wings which have 128 cells on each wing.

The Baltimore City Correctional Center offers a number of programs and services, i.e. educational, substance abuse, recreational and religious programs to better prepare the inmates for lesser security and/or release into the community. In addition, road work details provide service in various areas throughout the State in conjunction with other State agencies.

Baltimore Pre-Release Unit Unit Manager - Marsha Maloff

The Baltimore Pre-Release Unit located on Greenmount Avenue and Eager Streets in Baltimore City offers a wide range of programming to inmates nearing the end of their period of incarceration. Most of the inmates housed at the facility are on active work release. Those not on active work release are either seeking employment or take advantage of supportive service while waiting for work release clearance. The facility came into existence in April, 1981, when two separate units, Community Vocational Rehabilitation Center and Greenmount Avenue Pre-Release Unit, were merged into one. It is composed of the three main dormitories, six-five man rooms, eight-three man rooms, thirteen-two man rooms and nineteen-one man rooms.

Educationally, programs are available to cover special education as well as pre-G.E.D. Substance abuse services are offered by several community based treatment programs in addition to Narcotics Anonymous and Alcoholics Anonymous. Religious programs are provided by a number of prison outreach ministries. Inhouse services and programs include individual counseling, AIDS education, substance abuse therapy, employment readiness, work release assistance and some limited recreational activities.

The mission of this Unit is to provide appropriate transitional programming that will enhance the chance of successful re-integration into the community by the inmate. Supervision by staff of competent, qualified career personnel committed to the community reassimilation process assures that this transition occurs.

Brockbridge Correctional Facility **Asst. Warden - William O. Filbert, Jr.**

Construction in 1966 as a minimum security institution, the Brockbridge Correctional Facility was then the Correctional Camp Center. With the development of the Maryland Correctional Pre-Release System (MCPRS), the institution was renovated for security improvements and upgraded to medium security. It serves as the reception center for, and the hub to, the MCPRS. Inmates are housed here pending transfer to one of the lower-security units or return to medium security maintaining institutions. On January 18, 1988, the Brockbridge Correctional Facility was designated as a minimum security unit to house C-3, C-2 and C-1 custody level inmates.

A second specific function of the Brockbridge Correctional Facility (BCF) is as the discipline hearing facility for the MCPRS. Inmates are housed here while the disciplinary process is taking place. Inmates are then transferred to an appropriate facility as determined by disciplinary hearing and classification procedures. The BCF also serves as the segregation unit for the MCPRS.

Since it is a minimum security facility, neither work release nor work crews operate out of the BCF. The average daily residential population is 554 inmates. The rated capacity of the institution is 550. The facility has 11 dormitories with 50 inmates to a dorm. A segregation unit has 20 cells.

A variety of recreational, religious and social activities are provided to the inmate population at the BCF including but not limited to individual and group athletic competition, weekly religious services, the Jaycees and the Inmate Advisory Council.

Educational Programs from individual special education tutoring through G.E.D. classes are available. Library services are also provided to all inmates at the BCF.

The Brockbridge Correctional Facility also provides psychological services to the MCPRS. These services include standard testing, group and individual counseling and crises intervention counseling.

Treatment programs provided at the BCF include Junction Bridge (a substance abuser rehabilitation program) and an ongoing Alcoholics Anonymous group. The Short-Term Offender Program providing substance abuse rehabilitation to inmates with sentences of two years or less was initiated on February 25, 1987. During fiscal year 1988, over 400 inmates completed the program.

Inmates are provided with work experience through institutional assignments in the areas of sanitation, dietary and a variety of clerical duties.

In January, 1988, the BCF opened a new multi-purpose building which consists of an educational wing with a new library, a gymnasium, an inmate activity room, and a classification/psychology area with a records keeping section.

Central Laundry Pre-Release Unit

Unit Manager -
John C. Stevens, Acting

The Central Laundry Pre-Release Unit, located near Sykesville in Carroll County is a minimum security unit that has a rated capacity of 192 male offenders. This facility serves two main functions. The laundry operation provides laundry services for institutions under the Department of Health and Mental Hygiene, such as Springfield Hospital Center, Spring Grove Hospital Center and Rosewood Center. In addition, services are provided to the Maryland Correctional Pre-Release System, Maryland Reception Diagnostic and classification Center and support is provided for the other Division of Correction laundry operations (Maryland House of Correction, Maryland Correctional Institution Hagerstown, and Maryland Penitentiary). Services are provided on an as-needed basis to other customers such as the Baltimore City Jail and Maryland Schools for the Deaf.

The facility also provides details to the State Highway Administration in Carroll and Frederick counties and a detail to the Maryland Police and Correctional Training Commissions Woodstock training site. An inmate laborer is furnished to the Maryland State Police Barrack in Westminster.

Central Laundry provides, in addition to the work experiences, substance abuse counseling programs. These programs are administered by the Maryland Drug Abuse Administration, through a grant to Junction Bridge, Inc. and consist of short and ong cycle programs with the long cycle program being phased out during the last half of the fiscal year.

Other programs available to the inmate population include Alcoholics Anonymous, Narcotics Anonymous, a full recreation program, part-time education and chaplaincy services.

Eastern Pre-Release Unit   Unit Manager - Earl Runde

The Eastern Pre-Release Unit, opened in 1964, is situated on eighty acres in a rural setting near Church Hill in Queen Anne's County. In October, 1981, a new multi-purpose building was completed adjacent to the original housing unit. The facility has a capacity of 140 male inmates who are classified to pre-release security and are housed in open-style dormitories.

Recreational religious, addictions, educational, vocational, employment readiness, work release, release readiness, and family leave programs are available to the inmate population. In order to participate in the work release and family leave programs, inmates must meet eligibility requirements and receive written approval from the Warden and the Commissioner.

In addition to the various unit job assignments such as sanitation, maintenance, and dietary, inmates are assigned to work details at the State Highway Administration in Centreville, and State police Barracks in Centreville and Annapolis, and the State House and Governor's Mansion in Annapolis.

The staff includes 39 full-time employees, 1 part-time employee, and 2 contractual employees.

Jessup Pre-Release Unit   Unit Manager - Patrick Conroy

Constructed in 1978, the Jessup Pre-Release Unit is located off of Brock Bridge Road within the complex of the Maryland House of Correction, Brock Bridge Correctional Facility, Maryland Correctional Institute-Jessup, and the Maryland Correctional Institution for Women in Anne Arundel County. The unit is composed of two buildings and eight trailers for inmate living areas, an education/visitation building, and a commissary. All buildings are one story structures with the four inmate housing wings being open-styled dormitories. The average daily population is 277 with the unit's maximum capacity being 280 inmates. Inmates housed at JPRU are classified as minimum or pre-release security level. With a work ethic oriented environment, the unit provides work crews to the State Highway Administration, Spring Grove hospital, Aspen Ridge and Bowie State College.

Of the total 79 staff members assigned to JPRU, 59 of the personnel comprise the security force, 6 are assigned to classification, 1 social worker, and 8 support staff. Meals at the Jessup Unit are satellited out of the Brock Bridge Correctional Facility. The Maryland State Department of Education supplies one teacher for the inmate population and a nurse is provided by contracted medical provider. The mission of the Unit is to provide opportunities to the inmate to assist his making responsible choices about societal reentry.

In order to assist in this transition, the following programs are provided to the inmate: orientation, group counseling, individual counseling by an assigned counselor or other support personnel, special education, basic, advanced and pre-GED classes, Alcoholics Anonymous, Narcotics Anonymous, Junction Bridge, AIDS education, employment readiness, recreational activities and religious services by volunteer outreach ministries.

Poplar Hill Pre-Release Unit Unit Manager - George Kaloroumakis

Poplar Hill Pre-Release Unit, Quantico, Maryland is located on a forty plus acre tract in Western Wicomico County. The property is bordered by Quantico Creek, a tranquil tributary of the Nanticoke River, and test plots of the University of Maryland Experimental Research Farm. Established in 1950, Poplar Hill's early mission was to provide inmate labor to the highway departments in Wicomico, Dorchester, Somerset and Worester counties. Currently, labor contracts with the State Highway Administration, Department of natural resources, and local government, make it possible to provide public services, for a nominal cost, to these agencies through the use of inmate labor.

In 1960 a four dormitory housing unit was constructed. Later on one of the dormitories was converted to a recreation room for the inmate population. The current population capacity is 140. In 1983 an Administrative Multi-Purposed Building was completed. The space in this building is utilized for inmate visits, volunteer groups, religious programs and treatment programs.

Educational programming and Employment Readiness is conducted in a 225+ year old renovated farm fouse on the unit premises.

Vocational programming is available through a Maryland State Department of Education contract with the Somerset County Board of Education. These programs are offered at Tawes Vocational Center in Westover, Maryland. Classroom and hands-on instruction in the basic skills of Carpentry, Food Service, Auto Maintenance and Masonry are provided.

Various self-help groups, both inmate sponsored and Division sponsored, are available to help each inmate prepare himself for re-entry to society.

Work release and family leave programs are two community-based programs that enable inmates to work a full-time job and re-establish family ties prior to release.

Recreational programming has been expanded with the addition of part-time staff in this department. Participation in local Recreation Department leagues provides further interaction with the community.

During this fiscal year, a new Waste-Water Treatment Plan was constructed utilizing both Federal and State monies. Also, a project to resurface the roadway and parking areas was funded and should be completed during the summer of 1988.

Finally, during this year, a fire alarm system was installed in the facility and a mini-audit was conducted by the Maryland Commission on Correctional Standards. Consequently, Poplar Hill Pre-Release Unit was presented with a certification for meeting the minimum standards for Adult Community Correctional Facilities as established by the Code of Maryland.

Pre-Release Unit for Women Unit Manager - Barbara Shaw

The Pre-Release Unit for women, located in the Northwestern section of Baltimore City, is the only State operated pre-release unit for women, therefore, the Unit houses all females approved for pre-release status, regardless of place of residence. The maximum capacity is 36. Also, the Unit has an agreement with the Federal and Baltimore City systems to provide housing.

The Unit offers a wide-range of programs, treatment, cultural, recreational, educational and work release in an effort to help inmates improve themselves and return to the free society as productive citizens. Within one week of an inmate being received at PRUW, a Classification Team reviews the case, in the presence of the inmate, assessing the inmate's strengths and weaknesses to make recommendation to the Unit Manager regarding the inmate's program participation. All inmates who have less than a CED are assigned to the education program. All inmates received are required to have participated in the Junction Bridge and/or Job Readiness Program, in an effort to reconstruct their goals and objectives. In addition, inmates who have a prior history of substance abuse are regularly monitored and required to participate and complete Junction Bridge Topics group prior to participation in a community based substance abuse program.

Inmates who are able to function in the community setting but have experienced psychological/psychiatric programs are referred to community based mental health centers for treatment. After an inmate has been in pre-release custody status, she can be reviewed for work release. Upon final approval, the inmate is able to begin looking for employment, to work a job in the community and return to the Unit at the close of the work day. Assistance in gaining employment is rendered by the classification staff and various community resources. Inmates are encouraged to find job placements in areas where they are skilled or have received vocational training. After eight weeks of being in pre-release custody status. the inmate can apply to participate in the family leave program. Prior to reviewing the case, an immediate family member, where the inmate plans to spend her leave must arrange to interview with the Classification Counselor. The purpose of this meeting is to verify the leave address, telephone number, for verification, and for the counselor to assess whether the immediate family member would have a positive impact on the inmate.

Cultural programs are periodically provided as well as recreation program providing an experience for team play and group interaction. Finally, PRUW follows the concept of a community based program by community involvement to include visiting nursing homes, activities for community schools, and holiday activities.

Southern Maryland Pre-Release Unit Unit Manager - Raymond S. Grimes

The Southern Maryland Pre-Release Unit is located in a rural setting in Charles County. The unit is on 112.7 acres of land and has a capacity to house 140 inmates. SMPRU has 35 full time DOC employees, 1 full time M.S.D.E employee, 1 full time medical clerk, and 2 part time contractual employees (one doctor and one chaplain). Approximately 50% of the inmates have work release jobs. Prior to meeting work release eligibility, the inmates either work institutional jobs or are on one of the outside work details. The outside work details include 1 detail that rotates between Calvert, Charles and St. Mary's Counties for the State Highway Administration; Waldorf and Forestville State Police Barracks; Natural Resources Police; and Charles County Public Works. The State Highway Administration detail and the Public Works detail have been limited severely due to a lack of inmates during the last half of the fiscal year.

The inmates are encouraged to participate in the various treatment programs available at the Unit as well as encouraged to participate in the educational and vocational programs such as GED preparation, Basic Education, Employment Readiness Workshop, or Vocational skills course that is offered at varying times of the year. Those inmates approved for family leave are allowed to visit their families on selected weekends. SMPRU also encourages inmate participation in volunteer and self-help groups such as Alcoholics Anonymous, Jaycees, Religious services and Recreational activities.

Work Crews

The Annotated Code of Maryland provides that minimum security inmates can be assigned to work on local government projects. The Division of Correction is reimbursed for the cost incurred in providing such crews.

On July 6, 1982, the Work Crew concept became a reality when six crews (6-8 inmates per crew) started working for the Department of Transportation, State Highway Administration, at various locations throughout the state of Maryland. At the end of fiscal year 1988, a monthly average of 52 work crews provided a meaningful work experience for approximately 290 inmates per month, with a turnover rate of 84 inmates per month, for an annual total of 4,496 inmates participating in the work crew program during the year. Only seven escapes occurred during this fiscal year.

The average number of man hours produced monthly was 32,303 in fiscal 1988, for a grand total of 387,639 man hours. Also, eight state agencies and four county governments used work crews during fiscal 1988. The work crew project has provided needed services to requesting agencies as well as providing a realistic work environment for inmates who would otherwise have been idle. Inmates were able to acquire marketable skills to assist in their return to society. Services provided by work crews include trash collection, snow removal, road repairs, sanitation, building maintenance, landscaping, welding, carpentry, and painting. These services are provided at the following locations for the listed agencies:

Baltimore City Correctional Center (13 crews)

13 crews	State Highway Administration

Central Laundry Facility (4 crews)

2 crews	State Highway Administration
1 crew	Maryland State Police
1 crew	Maryland Training Academy

Eastern Pre-Release Unit (5 crews)

1 crew	State Highway Administration
2 crews	Maryland State Police
1 crew	Maryland State House
1 crew	Queen Anne County

Jessup Pre-Release Unit (17 crews)

7 crews	State Highway Administration
1 crew	Maryland State Police
3 crews	State Aviation Administration
1 crew	Surplus Supply
1 crew	MCPRS Maintenance
1 crew	Spring Grove Hospital
1 crew	Bowie State College
1 crew	MCPRS Range
1 crew	JPRU Paint Detail

Maryland Correctional Training Center (5 crews)

3 crews	State Highway Administration
1 crew	Dept. Natural Resources
1 crew	Washington County

Poplar Hill Pre-Release Unit (5 crews)

1 crew	State Highway Administration
1 crew	Dept. Natural Resources
2 crews	Maryland State Police
1 crew	Eastern Correctional Institution

Southern Maryland Pre-Release Unit (4 crews)

1 crew	State Highway Administration
1 crew	Dept. Natural Resources
2 crews	Maryland State Police

Work Crew Annual Report
July 1, 1987---June 30, 1988

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	
State Hwy. Adm.	25,818	22,271	21,371	23,013	19,376	15,740	8,036	14,736	14,862	11,556	11,061	14,963	209,364
Dept. of Natural Resources	2,143	2,757	1,494	1,536	1,096	1,376	753	974	1,524	1,240	1,054	1,446	17,393
Maryland State House	1,528	1,666	1,318	1,505	136	1,624	1,267	1,352	1,264	856	856	846	14,205
State Aviation Authority	2,378	2,544	2,496	2,568	2,104	2,040	1,576	1,904	1,532	848	784	2,088	23,930
Maryland Training Academy	603	603	512	576	496	512	512	560	168	560	0	648	5,909
MCPPS Range	956	440	432	38	620	544	248	264	392	680	680	320	5,518
MCPPS Maintenance	1,848	1,920	1,904	713	1,920	1,896	1,960	1,664	1,264	1,504	1,872	2,120	20,161
Maryland State Police	2,056	1,961	1,916	1,963	1,375	1,402	1,244	1,261	1,566	922	820	879	17,373
Surplus Supply	192	256	152	176	192	136	144	240	168	160	176	400	2,392
Spring Grove Hospital	455	416	394	560	152	88	440	704	368	464	496	872	5,409
Bowie State College	520	304	176	592	192	696	216	232	664	336	600	1,080	5,256
Eastern Corr. Inst.	1,745	1,568	2,624	2,744	2,152	3,642	6,935	9,060	4,544	3,216	792	0	39,792

Work Crew Annual Report
July 1, 1987---June 30, 1988

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	
Charles County	1,336	1,192	1,040	670	322	77	0	0	160	208	0	0	5,205
Queen Anne County	423	364	175	155	106	155	140	0	0	0	0	0	1,518
Washington County	976	455	936	984	826	1,044	1,000	950	1,312	1,224	1,461	752	11,920
JPRU Paint Detail	472	424	512	73	328	223	296	184	48	0	0	0	2,560
Total	43,293	42,276	37,382	39,373	30,383	31,995	25,810	35,031	29,636	23,798	21,430	27,232	387,639
										Grand Total Man Hours			387,639
	*Note: Figures represent total man hours worked (Portal to Portal)												

MARYLAND CORRECTIONAL PRE-RELEASE SYSTEM

Breakdown of Operating Costs for Fiscal year 1988 -
Pre-Release Units, Baltimore City Correctional Center
and Central Laundry Pre-Release Unit

Maryland Correctional Pre-Release System

150	General Administration	$ 3,718,342
250	Custodial Care	12,005,315
350	Dietary Services	1,862,926
450	Plant Operation and Maintenance	2,162,445
550	Clinical and hospital Services	1,565,045
650	Classification, Recreation, and Religious Services	1,944,560
	TOTAL	$23,258,633

Baltimore City Correctional Center

150	General Administration	$ 248,572
250	Custodial Care	2,980,482
350	Dietary Services	406,734
450	Plant Operation and Maintenance	365,441
550	Clinical and Hospital Services	581,814
650	Classification, Recreation, and Religious Services	112,342
	TOTAL	$ 4,695,385

Central Laundry Pre-Release Unit

150	Custodial Care	$ 1,914,351
250	Laundry Operation	1,410,167
	TOTAL	$ 3,324,518

In Fiscal Year 1988, $3,340,228 of the operating budget was earned through Laundry Operations, work release room and board costs, labor earnings, and Inmate Welfare Fund.

Work Release Earnings for Fiscal Year 1988 was $852,333 (approximately 286 inmates).

	MCPRS	BCCC	CLPRU
Laundry Earnings	$ 32,371		$1,896,489
Labor Earnings	852,333		
Work Release Earnings	559,035		
TOTAL	$1,443,739		$1,896,489

Annual Per Capita	$17,741	$13,007	$17,590
Daily Per Capita	48.47	35.54	48.06
Rated Capacity	1,450	250	192
Operating Capacity	2,060	380	192
Average Daily Pop.	1,311	361	189

Staffing Configuration

Maryland Correctional Pre-Release System

150	General Administration	59
250	Custodial Care	367
350	Dietary Services	27
450	Plant Operation and Maintenance	10
550	Clinical and Hospital Services	1
650	Classification, Recreation, and Religious Services	71
	TOTAL	535

Baltimore City Correctional Center

150	General Administration	8
250	Custodial Care	87
350	Dietary Services	5
450	Plant Operation and Maintenance	3
550	Clinical and Hospital Services	0
650	Classification, Recreation, and Religious Services	4
	TOTAL	107

Central Laundry Pre-Release Unit

150	Custodial	39
250	Laundry Operations	19
	TOTAL	58
	GRAND TOTAL	700

STATE USE INDUSTRIES

Daniel J. Moore, General Manager

STATE USE INDUSTRIES ADVISORY COMMITTEE

ADVISORY COMMITTEE MEMBER	PROFESSIONAL AFFILIATION
Honorable Gerald J. Curran, Chairman	Delegate (District #43) Maryland House of Delegates
Honorable William H. Amoss	Senator (District #35) Maryland State Senate
Mr. Robert Swann Paul Harris John R. Wales	State Comptroller's Mr. Office Department of Mr. General Services State Board for Community Colleges
Mr. John Linton	Department of Education
Mr. Leonard Albert	Department of Economic and Employment Development
Ms. Mary Frederic	Division of Employment and Training
Mr. William V. Steiner	Department of Budget and Fiscal Planning
Mr. Douglas H. Wilson	Department of Agriculture
Dr. Norma B. Gluckstern	Director, Patuxent Institution

Ex Officio Members

Mr. Bishop L. Robinson, Secretary
Department of Public Safety and
Correctional Services

Mr. Arnold J. Hopkins, Commissioner
Division of Correction

Mr. Daniel J. Moore, General Manager
State Use Industries
Executive Secretary of Advisory Committee

Mr. H. David Jenkins, Ph.D., Educational Liaison
Division of Correction

STATE USE INDUSTRIES

State use Industries is the prison industry arm of the Division of Correction. The mission of State Use Industries (SUI) is to provide structured employment and training activities for Division of Correction inmates and thereby utilize inmate labor to produce saleable goods and services. It is the policy of the Division of Correction to provide an environment for the operation of State Use Industries that resembles the environment for the business operations of a private corporate entity with the objective of the development of industries that provide full-time work experience or rehabilitation programs for inmate workers. State Use Industries is administered by a General Manager who reports directly to the Commissioner of Correction.

The legislation governing State Use Industries is contained in Article 27, Paragraphs 680-681M of the Annotated Code of Maryland (ACM), from which the following is excerpted:

"The purpose of this subheading is to create within the Division of Correction, a State Use Industries organization, which:

(1) (a) Is financially self-supporting;
    (b) Generates revenue for its operations and capital investment;
    (c) Reasonably reimburses for the services exchanged between the Division and SUI; and
    (d) Provides meaningful work experiences for offenders intended to improve work habits, attitudes, and skills with the objective of improving the employability of the offender upon release;

(2) Has as an objective the devlopment of industries that provide full-time work experience or rehabilitation programs for all eligible Division of Correction inmates;

(3) Provides an environment for the operation of correctional industries that resembles the environment for the business operations of a private corporate entity as closely as possible;

(4) Makes the Division of Correction responsible for and accountable to the Secretary of Public Safety and Correctional Services and the Governor for State Use Industries programs in the State."

The ACM also provides for an Advisory Committee to the Industries and States in part:

> "The State Use Industries Advisory Committee shall:
>
> Recommend the establishment and maintenance of industrial plants and service centers to be used for implementing the programs developed by the Commissioner and General Manager. These industrial plants service centers shall be operated primarily with inmates in a manner beneficial to the State and to the training of inmates through providing services or manufacturing, processing, or producing goods that are practical and adaptable for prison industry. These industrial plants and service centers shall provide services and goods that are likely to be needed and used by:
>
> (a) State institutions or agencies;
> (b) Political subdivisions of this State;
> (c) Any federal institution or agency; or
> (d) Any institution, agency, or political subdivision of another state;
>
> (2) Advise upon specific proposals by State Use Industries to establish new industries and to improve the quality and quantity of the job training programs;"

Regarding sales of products and services, the ACM states:

"The sale of products and services of State Use Industries on the open market is prohibited, except:

> (1) Sales of State Use Industries goods or services produced by persons on parole or in work release type programs;
>
> (2) Sales of State Use Industries goods or services to any charitable, civic, educational, fraternal, or religious association, institution, or agency for its own use and not for resale to others within 1 year of purchase;
>
> (3) Sales of State Use Industries goods or services to any person, firm, or corporation for purposes of national defense when not prohibited by the acts of Congress;
>
> (4) Surplus goods from State Use Industries which remain after meeting the forecasted requirements of State agencies and political subdivisions if remaining unsold after 1 year; or
>
> (5) Sales of State Use Industries goods and services for use by a contractor or subcontractor in performance of a contract with a State agency or with any other governmental agency in this State."

As a business, State Use Industries seeks to approximate the real world work situation within the correctional setting by generating increased production, sales and profits. Business practices utilized by SUI include production bonuses, performance-based promotional opportunities, double-shift operations, quality control standards, and professional marketing and sales. As a program, State Use Industries seeks to expand its vocational training and employment capabilities. Through registered apprenticeships and on-the-job training experiences, inmates are taught marketable skills and are provided with constructive employment. In combination, the business and program components make a cost-effective contribution to the reduction of inmate idleness and to the inmates' preparation for release through the development of technical and social skills.

Industries Program

In the State of Maryland, the prison industries program began in the early 1800's. It progressed using prison labor farms and contracting out prison labor to major employers throughout the State to do menial tasks. At the beginning of World War I, prison industries across the country were pressed into service, manufacturing items for the U.S. Armed Forces. From this point forward, it began to be recognized that prison labor programs could also both rehabilitate and train inmates for productive careers on the outside of prisons. With particular attention to the Maryland prison industries system, the industries were formulated around the smoke stack type of industries that were popular in the early 1900's. The main thrust of the industries program at that time was to keep inmates busy producing goods that could be utilized by the State of Maryland, thus obviating the purchase of items from outside vendors.

In the mid-1900's, the direction of industries programs began to change. The theory of rehabilitation began to sweep the nation, creating changes within the prison industry framework. Industries moved from the pure production atmosphere into one of training and rehabilitation. It is important to point out that most industries programs across the country at that time were at least self-supporting, and in many cases generated revenues far in excess of expenses. However, as the Maryland industries program moved into a training mode, it began to experience extreme financial difficulties that consistently plagued the program into the 1980's.

In an effort to reverse the long-standing trend, the General Assembly made major changes in the sections of the Annotated Code of Maryland dealing with SUI. Through repeal, amendment, and enactment, the State Use Industries Act took its present form in Fiscal Year 1982. Increased sales and the amelioration of the stigma associated with inmate-made goods were established as major goals by SUI. The quality and limited diversity of the products that SUI was manufacturing left much to be desired.

Therefore, the entire line of products was completed revamped, with emphasis on product development, quality, production, and marketing. As sales increased, SUI became self-supporting. This allowed for reinvestment and replacement of out-dated and worn-out equipment throughout the industries program.

Increased sales also permitted an expansion of SUI. In September, 1984, a Validation Shop was established at the Patuxent Institution. A SUI Showroom located in the lobby of 201 West Preston Street opened on September 5, 1984.

In September, 1985 a marketing study was prepared by the Institute for Economic and Policy Studies, Inc. This study was done under two basic guidelines: (1) to identify two new industries that would employ at least 35 inmates and generate at least $100,000 in annual sales; and (2) to identify one new product line for eight existing industries, with a minimum market potential of $10,000 each in annual sales. Of the fourteen recommendations listed in the study, State Use Industries has incorporated eight into its expansion plans.

In January, 1986, a Partition Shop was opened at the Maryland Correctional Training Center in a warehouse building which once housed the old Feed Mill. On April 8, 1986, a Sew Shop was opened at the Maryland Penitentiary. At the Maryland Correctional Institution for Women, A Telemarketing Unit began operation on June 5, 1986.

During Fiscal Year 1987, a contract was approved between the Telemarketing Unit and the American Correctional Association, the "Inmate Compensation for Labor" plan was revised, and the "Incentive-Based Compensation Plan" was initiated. Also, in FY 87 a National Institute of Corrections grant in the amount of $25,000 was awarded to SUI for a pilot training program for inmates.

To aid its customers, a new SUI Customer Service Unit was established on July 8, 1987. The primary goal of this unit is customer satisfaction. Coordinators receive and process purchase orders, answer customer inquiries, and solve customer problems. A second SUI showroom, this one located at the University of Maryland in College Park, was officially opened on September 17, 1987. At the meeting of December 1, 1987, the SUI Advisory Committee unanimously approved the relocation of the Reupholstery Shop and the closing of the Paint Shop. The Reupholstery Shop was transferred from MCI-W to MCI-H. This allowed SUI the necessary space at MCI-W to establish a Data Entry Unit on June 2, 1988, and to expand the Sew Shop and the Telemarketing Unit. The closing of the Paint Shop at MHC will allow SUI to convert that building into a Furniture Assembly operation and to convert the present Wood Shop to a milling operation.

All totaled, between 1986 and 1993, fifteen new or expanded industries are planned which will enlarge the SUI system from fifteen shops in 1985 to twenty-one shops in 1993. The will create additional inmate employment positions, from 723 in 1985 to more than 1,500 in 1993.

Inmate Training, Education, and Employment

State Use Industries in cooperation with the Division of Correction, the U.S. Department of Labor, Bureau of Apprenticeship Training and the Maryland Apprenticeship Training and the Maryland Apprenticeship Training Council, provides registered apprenticeship programs in: metal fabrication, upholstery, printing, cabinet making, and meat cutting. These programs combine an extensive period of in-shop training in a production setting (minimum of 15 months) with 144 hours of related classroom training per year provided by Hagerstown Junior College (metal fabrication, meat cutting, and upholstery), Catonsville Community College (graphic arts), and Anne Arundel Community College (cabinet making). Related classroom instruction stresses safety, measurement, and technical aspects of the trade plus some "hands-on" work which supplements the inmate's production experience with SUI. In addition to formalized apprenticeship training, on-the-job training is offered in other shops.

At Maryland Correctional Institution for Women, State Use Industries has developed a working relationship with Anne Arundel Community College. The College operates a day and night school "Computer Literacy" Program. All SUI inmate employees of the Data Entry Unit must be graduates of this "Computer Literacy" course.

Also, at Maryland Correctional Institution-Jessup, A Vocational Training program in "Printing" operates in cooperation with SUI Graphics Shop. The Maryland Correctional Training Center in Hagerstown provides the inmate employees assigned to the apprenticeship program in the Meat Plant.

Another way State Use Industries addresses the employability needs of its inmate employees is through the provision of job placement services. State Use industries funds a full time job develop/placement specialist to assist former inmate employees in obtaining employment related to their training . This service continues to experience considerable success in the placement of inmate employees in career ladder jobs.

As an innovative concept in training, State Use Industries was awarded a grant from the National Institute of Corrections to pilot a comprehensive upgrade of inmate training at the Maryland House of Correction's Wood Shop during Fiscal year 1988. This training included: (1) pre-employment training for inmates who desire to work for SUI, (2) in-service training in safety, measurement, quality control, and shop skills, and (3) employment readiness training for inmates who will be returning directly to the community. This training was evaluated at its conclusion and used as a model to plan future inmate training throughout the Industries.

STATE USE INDUSTRIES AND SERVICES
FISCAL YEAR 1988

Shops	Inmate Employment	Sales
Maryland Penitentiary		
Envelope - envelopes, plaques and name tags	50	$ 713,447
Sew - denim trousers and jackets	50	310,780
Maryland House of Correction		
Wood - office furniture, dormitory furniture, tables	167	1,714,128
Tag - metal motor vehicle license tags	63	3,058,330
Sign - street signs, custom-made signs to order	11	134,075
Mattress - mattresses and chair assembly	17	508,074
Paint - enamel, latex, and traffic paints; varnish and related products	--	352,639
Maryland Correctional Institution-Jessup		
Graphics - complete line of letterheads, forms, business cards, and related special products	74	936,776
Maryland Correctional Institution for Women		
Re-Upholstery - repair and replacement of worn or torn chairs carried in SUI product line	--	52,759
Sew/Flag - shirts, gowns, bathrobes, flags and aprons	69	395,074
Telemarketing -sales leads, market research, membership drives, mass mailings	31	41,480
Data Entry - data keyed and verified, tape output, word processing, pick-up and delivery service available	10	3,611
Maryland Correctional Institution-Hagerstown		
Metal - shelving, beds, tables, wastebaskets, chairs & benches	98	1,110,408
Brush & Carton - utility brushes & corrugated cartons	15	186,494
Upholstery - new sofas and chairs (fabric & vinyl)	71	1,204,703
Roxbury Correctional Institution		
Picture Frames	2	10,396

Shops	Inmate Employment	Sales
Maryland Correctional Training Center		
Meat - ground beef, chopped steaks, meat loaf, roasts, chops, ribs	29	$2,200,613
Partitions - work stations, office panels, sight-screens and furniture assembly	7	615,551
Patuxent Institution		
Validation - production of MVA stickers and special orders for other State agencies	12	267,431
Services		
State Use Industries, Central Office		
Construction - construction & maintenance projects	29	918,894
Moving/Labor/Warehouse - shipment of all products produced at Baltimore metropolitan area prisons	26	99,017
Garage/Auto Body - preventive maintenance for State vehicles and emergency repairs	3	68,460
Janitorial - cleaning and janitorial projects	16	104,219
Additional Services		
Courier	--	18,761
Back haul	--	38,505
TOTALS	850	$15,064,625

VOLUNTEER AND RELIGIOUS SERVICES PROGRAM

Volunteer Program

The Maryland Division of Correction had an average monthly total of 1,025 registered volunteers during FY 88, 30 percent of who actively provided services during a given month. Their services were supplemented by contributions from about 573 citizen participants (occasional volunteers) each month.

Volunteer visits Division-wide totaled 11,789 for FY 88, for 25,914 hours of service. These hours of service are valued at $198,762, based on the Governor's Council on Volunteerism's estimation that the volunteer hour is worth $7.67.

The religious services department receives the greatest amount of community volunteer support, with inmate organizations managed under the Volunteer Activities Coordinator receiving the second largest support. These two areas received 83 percent of all volunteer visits and 75 percent of volunteer hours this year. Other departments receiving volunteer assistance include recreation, education, medical, psychology, social work, classification, and the fiscal office.

A demographic assessment shows that 42.2% of registered volunteers are female and 57.8% are ample; that 63% are white and 37% are nonwhite; and that 89.7% are between the ages of 19 and 59, with 10.3% are being age 60 and above.

All figures are bases monthly volunteer reports submitted by institutional volunteer activities coordinators.

Program Accomplishments

At the Headquarters level of volunteer service program operation, FY 88 noteworthy achievements include the following:

The publication of a Manual of Operation for the program staff.

The implementation of institutional volunteer program audits and program evaluations.

The development of an exhibit booth at the Timonium State Fair, Patuxent Institution, the Division of Parole and Probation, and the Division of Correction jointly developed this exhibit about its volunteer program in association with the Governor's Office on Volunteerism. It was manned by local volunteer activities coordinators.

The development of an inservice staff training module on volunteerism as utilized and managed within the system. Seven half-day modules were delivered by institutional volunteer activities coordinators to inservice classes of custody supervisors.

Institutional achievements include:

The establishment of ~~the~~ Division's first branch of the National Association for the Advancement of Colored People (NAACP) at the Maryland Penitentiary.

The preparation for services to be provided for physically handicapped inmates at Roxbury Correctional Institution. A series of workshops to be delivered by Maryland Citizen for Housing the Disabled is expected to evolve into an ongoing volunteer assisted peer support group.

The development of four volunteer taught ACT Prep Classes at Roxbury Correctional Institution. A volunteer who began as a tutor for one inmate has parlayed his skills into four ACT Prep Classes. The success of his students prompted the administration to request his continued and expanded support.

The coordination of institutional health fairs, consisting of classes and/or exhibits sponsored by health care agencies, at the Maryland Penitentiary, Maryland House of Correction, Maryland Correctional Institution-Hagerstown, and Maryland Correctional Institution for Women.

The presentation of cultural art programs, such as a series of hands-on workshops presented by Walter's Art Gallery at the Maryland Correctional Institution for Women, and presentations by several contributors during Black History Month at the Maryland Penitentiary.

The continued support for community charities by inmate organizations; for example, the Old Town Jaycees at the Maryland Penitentiary raised more money than any Maryland chapter towards a fund to finance a liver transplant for a 3-year-old girl. The Maryland Correctional Institution for Women Jaycee Chapter sponsored two Childrens' Days, enabling mothers and their children an extended, fun-filled visit.

The Washington County Community Correctional Services Committee, an established support group at Maryland Correctional Institution-Hagerstown consisting of staff and community volunteers, continued its activities, including arranging a public art exhibit of works of inmate artists.

Projected future considerations for this program area include an evaluation of the need for and the ability to support one-on-one volunteering; a comprehensive Division-wide approach to obtaining internship positions; and providing topical training opportunities for volunteers.

Religious Services Program

The Division of Correction religious services department consists of 6 full-time and 21 part-time chaplain positions. The work of the chaplains was supplemented by the contribution of individual volunteers and those representing various churches, temples, mosques, and organized ministries. According to reports submitted by institutional volunteer activities coordinators, a total of 5,241 visits were made by religious services volunteers, including both registered and occasional supporters, for 10,348 hours of service.

Volunteers lead holy book studies, prayer groups, seminars, and retreats. They provided counseling and attended worship and holy day celebrations as participants. They donated supplies, equipment, and holiday gifts for inmates. Religious services volunteers often continued their religious support relationship after an inmate's release, connecting released or soon-to-be released inmates with community worship groups, homes, and jobs.

A major focus of the Chief, Religious and Volunteer Services was the development of a plan for "Enhanced Chaplaincy Services in support of the Division of Correction Action Agenda Plan." The plan includes a defined and expanded role for the community in the religious services program and increased full-time chaplaincy staff, scheduled for full implementation by July, 1991.

STAFF DEVELOPMENT AND TRAINING

The Maryland Division of Correction is required, through a combination of regulations established by the Correctional Training Commission, the Commission on Correctional Standards, Division of Correction Regulations, and court decisions to provide each and every employee with training program services. These programs begin with the employee with training program services. These programs begin with the employees first day on the job, and continue throughout the employee's tenure of employment with the Division.

The task of providing quality and relevant programs for over 5,000 individuals employed in multiple and complex job classifications, is the responsibility of a Director of Staff Development and Training position employed at he headquarter's level, and twelve Institutional Training Manager positions assigned to the institutions. Most training programs are scheduled on a regional basis, and are administered by the training manager positions. Generally, the actual instruction of the programs is provided by part-time instructors who are removed from their regular job posts and assignments for a pre-scheduled period for the purpose of providing required instructional assistance in diverse programs.

The types of available programs include perservice, Academy, firearms,, inservice, supervisor level, instructor level, and other specialized programs as may be required. Eighty-five percent of the available programs are directly provided by the Division of Correction.

The growth of the Division of Correction's training efforts has been dramatic despite the fact that the number of full-time staff assigned to the process has not changed. However, the amount of part-time instructor support has grown from 100 in FY 86 to over 350 in FY 88. It has been very difficult for the institutions to provide this significant cadre, as the Division's staffing plan does not include instructor support. Participant attendance at programs also creates an overtime situation in many cases.

Pre-Service Training

Before having any exposure to the work environment, the expectation is that all correctional employees, regardless of hiring agency, complete three days of pre-service orientation training. While all employees hired by the Division of Correction do complete the training, there has been difficulty in ensuring attendance by contractual medical employees. A total of 68 three-day programs were held for a total of 922 personnel trained.

Academy

Due to the distant locale of the Eastern Correctional Institution, and the upcoming opening of the Maryland Correctional Adjustment Center, it was necessary for the Division to provide Academy programs supplemental to those provided by the Correctional Training Commission. These Satellite Academies will operate well into FY 89.

Academy Sponsor	Length of Program	No. of Programs	No. Trained
Woodstock	25 days	10	556
DOC-Brockbridge	25 days	5	320
DOC-ECI	25 days	5	186
		20	1,062

Inservice Training - Correctional Officers

As required by the mandates of the Correctional Training Commission, the Division provided correctional officers with inservice programs developed specifically to increase job skills and knowledge, with an emphasis in security concerns. Included topics were: Officer Safety, Fire Safety, Searches, Report Writing and Adjustment Procedures, AIDS, CPR, First Aid, and Emergency Plans.

Regional Location	Number of Programs	Number Trained
Hagerstown	12	199
Jessup	13	226
Baltimore	6	102
	31	527

Firearms Training

All correctional officers, regardless of rank, are required to qualify in those weapons utilized by their institution. For new employees, program length equals five days, while incumbent officers receive one day of training on an annual basis. Firearms training is in addition to the other types of training received.

Providing firearms training for all officers creates scheduling difficulties for the institutions, especially when employees do not pass, and hence must complete an intensive remedial program. Dovetailing the preservice, inservice, and remedial programs require a great deal of scheduling expertise. This is especially true in the Jessup/Baltimore Regions because seven institutions share one common range site.

Instructor Level Programs

In order to develop the cadre of part-time instructors, the Division has developed the in-house capability of providing instructor level programs in firearms, CPR, First Aid, and Training for Trainers.

Type of Program	Length of Program	No. of Programs Conducted	Number Trained
Training for Trainers	5 days	1	20
Firearms Instructor	5 days	1	12
CPR Instructor	3 days	2	36
First Aid Instructor	2 days	2	32
		6	100

Tuition Reimbursement

The Division of Correction continued to participate fully in the Department's tutition reimbursement program. Statistics for the Fiscal Year, are as follows:

	Number of Participants	Amount of Money Encumbered
July 1, 1987-Sept. 30, 1987	74	$15,609.25
Oct. 1, 1987-Dec. 31, 1987	27	6,661.00
Jan. 1, 1987-March 31, 1987	36	5,582.75
April 1, 1987-June 30, 1987	25	5,614.50

Out-Service Training Funds

For FY 88, the Maryland Division of Correction received an out-service training allotment of $60,000. This additional allowance provided the Division with an opportunity to plan and provide for some essential program services such as fire safety training, a defensive tactics delivery system, an dtraining for medical and mental health professionals. Approximately 10% of employees benefitted in some way from the fund.

Action Agenda Plan

On April 16, 1987, Secretary Bishop L. Robinson, with the approval of Governor William Donald Schaefer, announced the creation of the Joint Legislature/Executive Committee on Corrections Capital Planning. The Committee was established as a result of Legislative and Executive concerns regarding the need for a comprehensive facility plan for the Division of Correction. The product of the study was the Action Agenda Plan. The Action Agenda Plan, a long range approach, is both integrated and systematic. The Plan represents a collaboration or partnership among the agencies within the Department and with other State agencies. It is systematic in that it proposes a long range capital improvement plan, converting two obsolete facilities into modern, functional institutions, and program initiatives focused on the preparation of an inmate for return to the community.

One of the most critical points in the correctional process is an inmate's reentry into the community. The complications that accompany such a transition can be reduced by the controlled processing of offenders with adequate supervision and educational programming and services. The DOC has developed the Metropolitan Transition Services Center (MTSC) to provide effective and necessary pre-release and educational services through an integrated team of the Division of Parole and Probation, DOC, the Parole Commission and external support services. The centerpiece of the MTSC is the Occupational Skills Training Center (OSTC), a joint venture of the Department of Education and Department of Public Safety and Correctional Services (DPSCS), which will take full advantage of private sector contributions to the skills training classes. The OSTC will serve as not only a training facility but also a type of job bank with direct employment opportunities for its graduates. The conversion of the Maryland Penitentiary, currently the State's maximum security facility, (to be relocated at a rebuilt medium security institution) to a transitional facility for inmates being returned to Baltimore City area presents new and exciting opportunities to deliver needed educational services and pre-release programming. The Maryland Penitentiary site is perfectly suited for the purposes and goals of the Metropolitan Transition Services Center. It is within the home community of a majority of inmates; and its available space and location would facilitate the involvement of educational organizations, as well as private industry in the delivery of skills training and related services. To ensure that programs and services are delivered in a systematic way, DOC has initiated the Case Management System. This process includes:

- Developing individualized program plans that address an inmate's identified needs;

- Monitoring program plan implementation; and

- Ensuring the maximum utilization of available program resources.

The Case Management Process accommodates inmates based on certain criteria. All inmates leaving the system (whether by parole or mandatory release) will have the highest priority for programming opportunities. Accordingly, based on the number of program slots available and the number of inmates released each year, it is anticipated that adequate resources will be available for all inmates with sentences of four years or less who are within two years of a release date (approximately 5,550 inmates at any given time). It is important to note that reserving programming at the point when inmates are two years from release, as well as establishing other priorities, is based on the most effective and logical use of available resources. A computerized reservation system, similar to those used in airports and hotels, ensures proper and efficient allocation of resources.

The Action Agenda Plan also acknowledges the correlation between a correctional system and the people who make it run. In this regard, DOC is developing a focused program of career development, promoting employee responsiveness and fostering a functional, productive work environment. DOC is currently planning a program of career and management development which includes: recruitment, career enrichment and management development programs, as well as the expansion of employee recognition efforts. The upcoming years will be exciting and rewarding as the agency implements the Action Agenda Plan with its facilities and programatic improvements.

DIVISION OF CORRECTION STATISTICS

Recent Trends

During FY 1988, the Division's average daily total population increased by 4.6% from 12,748 during July to 13,330 during June. The Division's population increased in all 12 months of the fiscal year.

The most significant factors contributing to the growth in population were increasing intakes in combination with decreasing releases. Total intakes numbered 6,720 or 560 per month during FY 1988 compared to 6,362 or 530 per month in FY 1987. Total releases decreased 6,383 to 532 per month in FY 1987 to 6,134 or 511 per month in FY 1988. Total intakes increased 5.6% between fiscal years while total release decreased by 3.9%.

Escapes have decreased by 13.3% from 113 in FY 1987 to 98 in FY 1988. expiration/mandatory releases have decreased by 14.3% from 3,370 in FY 1987 to 2,889 in FY 1988. Parole releases during this same period have increased 24.1% from 1,881 to 2,334.

The Inmate Characteristics of the Division's population as of the end of FY 1988 are nearly unchanged from the end of FY 1987. The average sentence length of inmates incarcerated at year end decreased by .3 of a month to 140.4 months. The age, race and offense distributions have remained nearly unchanged. The sentence distribution has shifted slightly in the 3 to 12 month category probably due to the recent change in the local sentencing statue. Inmates in the 3 to 12 month sentence range accounted for 4.8% of the Diviison's populaiton at the end of FY 1988 compared to 5.5% at the end of FY 1987.

SEX AND RACE DISTRIBUTION

AS OF JUNE 30, 1988

	Sex Distribution *		Race Distribution **						
			Black		White		Indian	Other	
Institution	Male	Female	Count	%	Count	%	Count	Count	TOTAL
ECI	1800		1307	73.9%	455	25.7%	1	5	1,768
MPEN	1,291		947	75.2%	309	24.5%	1	3	1,260
MRDCC	732		506	72.1%	196	27.9%	0	0	702
MHC	1,365		1,094	80.3%	267	19.6%	1	0	1,362
MCI-J	909		677	74.3%	232	25.5%	1	1	911
MCI-H	1,194		865	72.2%	329	27.5%	1	3	1,198
MCTC	2,058		1,416	69.4%	622	30.5%	1	2	2,041
RCI	1,275		770	61.0%	490	38.8%	0	3	1,263
BCF	560		397	71.3%	160	28.7%	0	0	557
PATX. ANNEX	150		110	72.8%	41	27.2%	0	0	151
MCI-W		471	328	66.8%	160	32.6%	0	3	491
JPRU	258		176	67.4%	85	32.6%	0	0	261
CLPRU	181		128	70.7%	51	28.2%	0	2	181
BCCC	382		310	81.6%	69	18.2%	0	1	380
EPRU	78		57	72.2%	22	27.8%	0	0	79
BPRU	180		149	83.2%	30	16.8%	0	0	179
PHPRU	79		71	89.9%	8	10.1%	0	0	79
SMPRU	87		69	78.4%	19	21.6%	0	0	88
DH-E	42		38	88.4%	5	11.6%	0	0	43
DH-W	37		33	89.2%	4	10.8%	0	0	37
MCPR CENTER	4		2	28.6%	5	71.4%	0	0	7
THRESHOLD	32		28	87.5%	4	12.5%	0	0	32
PRUW		28	20	90.9%	2	9.1%	0	0	22
TOTAL	12,694	499	9,498	72.5%	3,565	27.2%	6	23	13,092

* Manual data ** Automated data

BY JURISDICTION, PERSONS COMMITTED TO THE DIVISION OF CORRECTION WITH LIFE SENTENCES AND DEATH SENTENCES DURING FISCAL YEAR 1988

Committing Jurisdiction	*Life	Death	TOTAL
Baltimore City	35	0	35
Allegany	1	0	1
Anne Arundel	5	0	5
Baltimore	4	1	5
Calvert	1	0	1
Caroline	1	0	1
Carroll	1	0	1
Cecil	2	0	2
Charles	0	0	0
Dorchester	0	0	0
Frederick	0	0	0
Garrett	0	0	0
Harford	1	0	1
Howard	0	0	0
Kent	0	0	0
Montgomery	5	0	5
Prince George's	12	0	12
Queen Anne's	0	0	0
Somerset	0	0	0
St. Mary's	2	0	2
Talbot	0	0	0
Washington	1	0	1
Wicomico	0	0	0
Worcester	1	0	1
TOTAL	72	1	73

* Life Sentences May Include Life+ Sentences

MAJOR OFFENSES OF COMMITTED PERSONS
FISCAL YEAR 1988

Offense*	Males	%	Females	%	TOTAL
Arson	39	0.7%	3	0.7%	42
Assault	671	12.2%	30	7.4%	701
Auto Theft	51	0.9%	0	0.0%	51
Bribery	17	0.3%	0	0.0%	17
Burglary	596	10.9%	11	2.7%	607
Court Violation	1,068	19.5%	150	37.2%	1,218
Disorderly Conduct	13	0.2%	3	0.7%	16
Domestic Relations	45	0.8%	6	1.5%	51
Drug Abuse	864	15.8%	72	17.9%	936
Escape	21	0.4%	2	0.5%	23
Forgery	17	0.3%	3	0.7%	20
Fraud	46	0.8%	11	2.7%	57
Kidnapping	17	0.3%	3	0.7%	20
Larceny	599	10.9%	76	18.9%	675
Manslaughter	54	1.0%	4	1.0%	58
Murder	223	4.1%	11	2.7%	234
Prostitution	3	0.1%	0	0.0%	3
Rape	134	2.4%	0	0.0%	134
Robbery	628	11.5%	14	3.5%	642
Sexual Offenses	90	1.6%	1	0.2%	91
Stolen Property	2	0.0%	0	0.0%	2
Traffic Violation	105	1.9%	1	0.2%	106
Vandalism	7	0.1%	0	0.0%	7
Weapons	161	2.9%	1	0.2%	162
Other	7	0.1%	1	0.2%	8
Total	5,478	100.0%	403	100.0%	5,881

*Major Offense for Each Person

RACE AND SEX OF COMMITTED PERSONS
FISCAL YEAR 1988

RACE	Males Processed at MRDCC		Females Processed at MCIW		TOTAL
Black	3,891	71.0%	287	71.2%	4,178
White	1,576	28.8%	112	27.8%	1,688
Other	11	0.2%	4	1.0%	15
TOTAL	5,478	100.0%	403	100.0%	5,881

PLACES OF BIRTH OF COMMITTED PERSONS
FISCAL YEAR 1988

Birthplace	Males Processed at MRDCC		Females Processed at MCIW		TOTAL
Maryland	3,749	68.4%	278	69.0%	4,027
District of Columbia	570	10.4%	38	9.4%	608
New Jersey	34	0.6%	6	1.5%	40
New York	114	2.1%	7	1.7%	121
North Carolina	153	2.8%	17	4.2%	170
Pennsylvania	102	1.9%	12	3.0%	114
South Carolina	77	1.4%	7	1.7%	84
Virginia	156	2.8%	11	2.7%	167
Other States	334	6.1%	16	4.0%	350
Outside United States	149	2.7%	7	1.7%	156
Unknown	40	0.7%	4	1.0%	44
TOTAL	5,478	100.0%	403	100.0%	5,881

PLACES OF BIRTH OF COMMITTED PERSONS
FISCAL YEAR 1988

Birthplace	Males Processed at MRDCC		Females Processed at MCIW		TOTAL
Maryland	3749	68.4%	278	69.0%	4,027
District of Columbia	570	10.4%	38	9.4%	608
New Jersey	34	0.6%	6	1.5%	40
New York	114	2.1%	7	1.7%	121
North Carolina	153	2.8%	17	4.2%	170
Pennsylvania	102	1.9%	12	3.0%	114
South Carolina	77	1.4%	7	1.7%	84
Virginia	156	2.8%	11	2.7%	167
Other States	334	6.1%	16	4.0%	350
Outside United States	149	2.7%	7	1.7%	156
Unknown	40	0.7%	4	1.0%	44
TOTAL	5,478	100.0%	403	100.0%	5,881

JURISDICTION FROM WHICH COMMITTED PERSONS WERE RECEIVED
FISCAL YEAR 1988

Jurisdiction	Males Processed at MRDCC		Females Processed at MCIW		TOTAL
Baltimore City	2,727	49.8%	202	50.1%	2,929
Counties					
Allegany	55	1.0%	5	1.2%	60
Anne Arundel	193	3.5%	17	4.2%	210
Baltimore	544	9.9%	57	14.1%	601
Calvert	45	0.8%	3	0.7%	48
Caroline	58	1.1%	5	1.2%	63
Carroll	37	0.7%	1	0.2%	38
Cecil	49	0.9%	2	0.5%	51
Charles	194	3.5%	16	4.0%	210
Dorchester	44	0.8%	5	1.2%	49
Frederick	55	1.0%	2	0.5%	57
Garrett	22	0.4%	0	0.0%	22
Harford	48	0.9%	5	1.2%	53
Howard	70	1.3%	5	1.2%	75
Kent	22	0.4%	1	0.2%	23
Montgomery	231	4.2%	13	3.2%	244
Prince George's	649	11.8%	34	8.4%	683
Queen Anne's	27	0.5%	2	0.5%	29
Somerset	18	0.3%	1	0.2%	19
St. Mary's	22	0.4%	0	0.0%	22
Talbot	36	0.7%	1	0.2%	37
Washington	151	2.8%	14	3.5%	165
Wicomico	121	2.2%	12	3.0%	133
Worcester	50	0.9%	0	0.0%	50
Other	10	0.2%	0	0.0%	10
TOTAL	5,478	100.0%	403	100.0%	5,881

AGE GROUPS OF COMMITTED PERSONS

FISCAL YEAR 1988

Age	Males Processed at MRDCC		Females Processed at MCIW		TOTAL
16 Years & Younger	31	0.6%	0	0.0%	31
17 Years	91	1.7%	0	0.0%	91
18 Years	154	2.8%	4	1.0%	158
19 Years	277	5.1%	9	2.2%	286
20 Years	300	5.5%	8	2.0%	308
21 Years	285	5.2%	20	5.0%	305
22-25 Years	1,223	22.3%	98	24.3%	1,321
26-30 Years	1,320	24.1%	114	28.3%	1,434
31-35 Years	878	16.0%	83	20.6%	961
36-40 Years	488	8.9%	36	8.9%	524
41-50 Years	328	6.0%	27	6.7%	355
51-60 Years	86	1.6%	3	0.7%	89
61 Years & Older	17	0.3%	1	0.2%	18
Unknown	0	0.0%	0	0.0%	0
TOTAL	5,478	100.0%	403	100.0%	5,881

LENGTHS OF SENTENCES OF COMITTED PERSONS

FISCAL YEAR 1988

Sentence	Males Processed at MRDCC		Females Processed at MCIW		TOTAL
3 Months	1	0.0%	1	0.2%	2
4-6 Months	66	1.2%	6	1.5%	72
7-12 Months	948	17.3%	100	24.8%	1,048
13-18 Months	635	11.6%	66	16.4%	701
19 Months-2 Years	631	11.5%	44	10.9%	675
25 Months-3 Years	775	14.1%	71	17.6%	846
37 Months-5 Years	969	17.7%	61	15.1%	1,030
61 Months-8 Year	463	8.5%	19	4.7%	482
97 Months-10 Years	296	5.4%	14	3.5%	310
121 Months-15 Years	254	4.6%	14	3.5%	268
More Than 15 Years	363	6.6%	6	1.5%	369
Life	77	1.4%	1	0.2%	78
Indefinite	0	0.0%	0	0.0%	0
TOTAL	5,478	100.0%	403	100.0%	5,881

INTAKE AND RELEASES FOR FISCAL YEAR 1988

Intakes	Total	Monthly Average*
Processed Commitments	5,881	490
Change in Jail Back-up	-39	-3
Returned from Parole	488	41
Returned from Escape	103	9
Returned from Mental Hospitals	18	2
Returned from Patuxent Institution	262	22
Other Intakes	7	1
TOTAL INTAKE	6,720	560

Releases		
Expiration/Mandatory Release	2,889	241
Paroles/Continued on parole	2,334	195
Commutations	0	0
Court Order	528	44
Pardoned	0	0
To Patuxent Institution	236	20
To Mental Hospital	17	1
Deaths	18	2
Escapes	98	8
Other releases	14	1
TOTAL RELEASES	6,134	511

*Due to rounding, the sum of the individual averages doesn't necessarily equal the total average.

SENTENCE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 1988

Sentence	Count	Percentage
3 Months	1	0.0%
4-6 Months	15	0.1%
7-12 Months	619	4.7%
13-18 Months	571	4.3%
19 Months-2 Years	668	5.1%
25 Months-3 Years	1,086	8.2%
37 Months-5 Years	1,965	14.9%
61 Months-8 Year	1,520	11.5%
97 Months-10 Years	1,337	10.1%
121 Months-15 Years	1,470	11.1%
More Than 15 Years	2,948	22.3%
Life	1,000	7.6%
TOTAL	13,200	100.0%

* Average Sentence Length: 140.4 Months
** Average Stay Length: 40.3 Months

* Average Sentence Length is calculated based on Total Sentence Length and does not include Life sentences.

** Average Length of Stay reflects the average length of time served in the Division as of the date of the report. This figure is not based on releases and may include time served at more than one institution.

OFFENSE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 1988

Offense*	Count	Percentage
Arson	91	0.7%
Assault	1,593	12.1%
Auto Theft	59	0.4%
Bribery	16	0.1%
Burglary	1,388	10.5%
Court Violation	1,419	10.7%
Disorderly Conduct	20	0.2%
Domestic Relations	90	0.7%
Drug Abuse	1,122	8.5%
Escape	23	0.2%
Forgery	29	0.2%
Fraud	93	0.7%
Kidnapping	131	1.0%
Larceny	846	6.4%
Manslaughter	169	1.3%
Murder	1,752	13.3%
Prostitution	5	0.0%
Rape	940	7.1%
Robbery	2,818	21.3%
Sexual Offenses	273	2.1%
Stolen Property	5	0.0%
Traffic Violation	62	0.5%
Vandalism	10	0.1%
Weapons	240	1.8%
Other	7	0.1%
Total	13,201	100.0%

* Major Offense for Each Person

AGE DISTRIBUTION FOR TOTAL POPULATION

AS OF JUNE 30, 1988

Under 17 Years	9	0.1%
17 Years	62	0.5%
18 Years	134	1.0%
19 Years	271	2.0%
20 Years	371	2.8%
21 Years	558	4.2%
22 Years	566	4.3%
23 Years	644	4.9%
24 Years	701	5.3%
25 Years	732	5.5%
26-30 Years	3,412	25.8%
31-35 Years	2,510	18.9%
36-40 Years	1,646	12.4%
41-50 Years	1,198	9.0%
51-60 Years	331	2.5%
Over 60 Years	101	0.8%
TOTAL	13,246	100.0%

Average Age: 30.8 Years